Contents

DEAR EIBAZINE READERS ......................................................................................................................... 2
Barbara Jankowska (Poznań University of Economics and Business, Poland), EIBAzone Co-Editor &
John Cantwell (Rotgers Business School, USA), EIBA Fellow, EIBAzine Co-Editor

MESSAGE FROM THE EIBA CHAIRS ........................................................................................................ 4
Lucia Psiscitello (Politecnico di Milano, Italy), EIBA Chair &
Jonas Puck (WU – Vienna University of Economics and Business, Austria), EIBA Vice-Chair

COMMEMORATING JORMA LARIMO ...................................................................................................... 5
Susana Costa e Silva (Universidade Católica Portuguesa, Porto, Portugal)

A TRIBUTE TO JOSÉ DE LA TORRE: HOW HE CONTRIBUTED TO SHAPING EIBA’S JOURNEY .................... 6
Vitor Corrado Simões (ISEG – Lisbon School of Economics and Management University of Lisbon, Portugal), EIBA Fellow

THE WORLD ECONOMY AFTER THE RUSSIAN INVASION ........................................................................ 14
Ewa Mińska-Struzyk (Poznań University of Economics and Business, Poland)

TEACHING IB: SOME QUESTIONS FOR REFLECTION ON ITS IMPORTANCE AND DELIVERY METHODS ........... 18
Erica Pirosov Kovacs (Indiana University, USA), EIBA National Representative for Brazil

THE PRIMACY OF A TOP MANAGER’S HUMAN CAPITAL OR THE COMPANY’S POLICIES AND PROCEDURES TOWARD
BUSINESS PERFORMANCE: A NEW INSIGHT ................................................................................................. 21
Olga Verkhovlyay (Ukrainian-American Concordia University, Ukraine)

JOHN CANTWELL AWARDED A DOCTOR HONORIS CAUSA BY COMPLUTENSE UNIVERSITY OF MADRID ............. 26
Isabel Álvarez (Complutense University of Madrid, Spain), EIBA Past President

DETERMINANTS OF A COMPANY’S ADAPTABILITY TO A CRISIS SITUATION: THE CASE OF COVID-19 .......... 28
Katarzyna Mróczek-Dąbrowska, Anna MatysekJędrzych, Aleksandra Kania (Poznań University of Economics and
Business, Poland), & Ingmar Geiger (Aalen University, Germany)

A JOINT DOCTORAL TUTORIAL – EIBA AND THE FRENCH ATLAS-AFMI ASSOCIATION .................................................. 31
Ulrike Mayrhofer (IAE Nice, Université Côte d’Azur, France), EIBA National Rep for France / EIBA External Relations

EIBA 2021 MADRID CONFERENCE – AWARDS ............................................................................................. 32
Isabel Álvarez (Complutense University of Madrid, Spain), EIBA Past President & Conference Chair

EIBA 2022 OSLO – “WALKING THE TALK? TRANSITIONING TOWARDS A SUSTAINABLE WORLD” .................. 34
Birgitte Grøgaard (BI Norwegian Business School), EIBA President & Conference Chair
Ilan Alan (University of Agder), Conference Co-Chair

PROGRESS IN INTERNATIONAL BUSINESS RESEARCH – NEWS ON THE BOOK SERIES ............................... 38
Rob van Tulder (Rotterdam School of Management, Erasmus University, Netherlands), PIBR Editor
European International Business Academy (EIBA) ...................................................................................... 40
Dear EIBAzine Readers

Barbara Jankowska (Poznań University of Economics and Business, Poland) & John Cantwell (Rutgers Business School, USA), EIBA Fellow

Welcome to the Spring/Summer 2022 Issue of EIBAzine-IBP – EIBA’s own newsletter (published twice a year in May/June & November/December).

We are pleased to share with you this issue of EIBAzine-IBP at a time in which our economies and societies have been trying to recover following the COVID-19 pandemic, and to cope with the unexpected and severe turbulences emerging from the Russian invasion of Ukraine.

In this issue, Lucia Piscitello (EIBA Chair) and Jonas Puck (Vice-Chair) review the EIBA 2021 Madrid conference that took place in person last December. The conference theme was “Firms, Innovation and Location: Reshaping International Business for Sustainable Development in the Post-Pandemic Era”. EIBA scholars had the opportunity to discuss IB issues in light of the “new normal” reality, and with reference to the hot topic of sustainability. In their message to the EIBA community, the EIBA Chairs bring us back to December 2020 and the first online conference in the history of EIBA – despite the odds, that virtual event turned out to be a great success and attracted many participants from all over the world. The pandemic shocked the world and has been an ongoing global threat – but has also created the pressure and will for international groups such as EIBA to develop new initiatives. To improve communication, two public relations liaisons were appointed last year – Ulrike Mayrhofer gladly accepted the role of External Relations Officer and has since been involved in organizing several EIBA Paper Development Workshops (PDWs) to date – while the EIBA Internal Relations Officer role has been accepted by Kristin Brandl who (among other initiatives) is actively promoting EIBA on social media and invites all members to do likewise, thus contributing to the further development of cooperation and networking among EIBA scholars – particularly the younger set. On behalf of EIBA, Lucia and Jonas express their gratitude to Ulrike and Kristin for taking on these important roles and for their good work. In other news, the Chairs outline the development of the EIBA workshop (EIBA-W) initiative spearheaded by past EIBA Chair, Philippe Gugler – noting that the first ‘new’ EIBA-W on IB in Politics took place face-to-face at WU Vienna June 9-10, 2022 – and that the first EIBA Summer School for PhD students is currently being organized for July 25-29, 2022 (https://eiba.lakecomoschool.org/). The Chairs end their piece by inviting us to participate in the upcoming 48th EIBA Annual Conference, to be held in Oslo, Norway, December 8-10, 2022.

In December 2021 we met in Madrid for the 47th EIBA Annual Conference. After two years of pandemic lockdowns and restrictions, it was an especially welcome opportunity to share ideas and talk with other IB scholars (who are often our friends). Notable among these was EIBA Fellow Jorma Larimo – a great IB scholar and a very caring person, always supportive of others. We sadly lost him just a few weeks after the Madrid conference – he died suddenly on January 3, 2022 – such a shock and terrible loss. Susana Costa e Silva commemorates Jorma and shares the last photo with him taken at EIBA 2021 Madrid. Dear Jorma, we will miss you…

Another great loss is the recent death of Past President José de la Torre, who chaired one of the very first EIBA meetings – the 8th EIBA Annual Conference (Fontainebleau 1982). We are grateful to EIBA Fellow Vítor Corrado Simões who prepared the tribute to José de la Torre – a leading IB researcher and long-time ‘EIBAian’.

While not forgetting friends who have passed away, we must forge ahead to face daunting
new challenges when war is waged in Europe. Ewa Mińska-Struzik is the author of the article “The world economy after the Russian invasion” in which she questions how the international business and global economy will function after the Russian aggression. She points out the important IB-related issue that the Russian invasion of Ukraine is the manifestation of Russia’s struggle for its position in the future world without fossil fuels.

The “new normal” of a pandemic situation that became even more complicated because of the war in Ukraine and its impact on international business relations justifies the need for new considerations to further develop our teaching skills in IB. In her contribution, Erica Kovacs highlights the critical issues raised by the lack of preparation to teach International Business well in today’s ever-evolving IB environment.

Then we are presented the article prepared by a Ukrainian professor, Olga Verkhohlyad of the Ukrainian-American Concordia University in Ukraine. Olga provides us with insights into the inefficiencies in business companies which are the consequence of overreliance on individuals instead of institutionalized procedures.

In the next section of EIBAzone we share with you the report from the ceremony at which John Cantwell was awarded the Doctor Honoris Causa award by Complutense University of Madrid. Past EIBA President Isabel Álvarez, who was his sponsor, expresses her reflections and shares photos of the event. We are proud of this great acknowledgement and warmly congratulate John Cantwell on this accolade.

We are pleased to present an article focused on an international project – Determinants of a Company’s Adaptability to a Crisis Situation: The Case of Covid-19. The grant was founded by the Polish National Agency for Academic Exchange within the Urgency Grants programme. Katarzyna Mroczek-Dąbrowska, Anna Matysek-Jędrzych, Aleksandra Kania, and Ingrid Geiger, provide us with insights into some of the features of individual companies that determine their adaptability to Covid-19, and to a crisis situation.

After that scholarly piece, we learn about the recent joint doctoral tutorial that EIBA and the French Atlas-AFMI Association organized which was coordinated by Ulrike Mayrhofer (EIBA External Relations | National Rep for France).

Following these articles, we move on to some traditional EIBAzone contributions such as an item devoted to the best paper prizes & awards presented at the EIBA 2021 Madrid conference – and then we are invited to participate in the 48th EIBA Annual Conference in Oslo, Norway, by EIBA President & Conference Chair, Birgitte Grøgaard, and Conference Co-Chair, Ilan Alon. NOTE: The submission deadline for papers and panel proposals is coming up on July 15, 2022.

PIBR Volume 16 was published last March, and work is progressing on Volume 17 of Progress in International Business Research (PIBR) – EIBA’s own book series. Editor Rob van Tulder along with guest editors Elisa Giuliani and Isabel Álvarez have based PIBR Volume 17 on the theme: “International Business and Sustainable Development Goals (SDGs) in the Post-pandemic Era.” Finally, on the last page of this issue you will find some general info on EIBA – including many benefits of membership.

We hope very much to meet this December in Oslo for the 48th EIBA Annual Conference – and encourage you to submit your best work by the upcoming deadlines (visit the EIBA 2022 Oslo conference website https://eiba2022.eiba.org/ for more details, key dates, guidelines, etc.). Your contributions and participation will help to ensure the success of EIBA 2022 Oslo as well as nurture the cooperative spirit that is one of the great hallmarks of the EIBA community.

We warmly thank all contributors to this issue and encourage readers to send their feedback, suggestions, articles and news on their projects and books prepared in cooperation with EIBA colleagues to the EIBAzone–IBP editorial team at the e-mail barbara.jankowska@ue.poznan.pl.

Remember, this is your EIBA newsletter, so please do get in touch with the EIBAzone editors and get involved by submitting your own contributions!
Dear EIBA Community,

We hope you had a great first half of the year after a wonderful EIBA 2021 conference in Madrid last December – which for many of us was the first opportunity to meet in person again after two years. We wish to express our deep gratitude to the entire Madrid team and specifically Past President Isabel Álvarez for their hospitality and ability to provide a very memorable experience in challenging times. We truly enjoyed the EIBA 2021 Madrid conference!

The coronavirus pandemic has been a difficult time globally – as well as for EIBA. In 2020, we faced the challenge of having to postpone our annual meeting in Madrid as planned. In response, we developed the first fully-digital online conference in the history of EIBA – a successful event that attracted participants from all over the world. We are pleased that we are now again able to plan future conferences as face-to-face events, but we also think that we all learned a lot during the pandemic that we can use to further develop our organization.

To address this opportunity, we proposed several initiatives to the EIBA Board which have all been accepted. Firstly (as briefly outlined in the last EIBAzine), we established two new roles on the Board: The Internal and External Relations officers support our interactions with external players (international organizations, academic institutions, etc.) and our (potential) members. Ulrike Mayrhofer (NR for France) gladly accepted the additional role of External Relations officer and has already intensified ties with national and international academic organizations and has also established EIBA Paper Development Workshops (PDWs) at other external events – thank you so much Ulrike for your contributions to EIBA! The Internal Relations officer position has been accepted by Kristin Brandl (NR for Canada) who in her new additional role has intensified EIBA’s presence on social media and is developing a new communication policy. EIBA is now very active on the internet, specifically on LinkedIn, Facebook, and Twitter. We wish to warmly thank Kristin for her efforts and hard work!

Secondly, we have set up some new EIBA events (in addition to the established EIBA Annual Conference). We revisited the EIBA Workshop (EIBA-W) initiative established by Past EIBA Chair, Philippe Gugler, some years ago, and have adjusted and revived the concept. We now plan to run multiple smaller (virtual or face-to-face) EIBA-Ws throughout the year. The first ‘new’ EIBA-W takes place face-to-face at WU Vienna in June 2022. It focuses on ‘Politics in IB’ and is organized by Vera Kunczer, Assistant Professor at WU Vienna (with me serving as the EIBA sponsor). Approximately 35 new EIBA members have registered to participate in this new EIBA-W and will hopefully have a great time in Vienna as well as benefit from the workshop. Another newly established event this year is the first ever EIBA Summer School for PhD students (https://eiba.lakecomoschool.org/). The event takes place 25-29 July 2022 at Lake Como, is organized by Lucia Piscitello (EIBA Chair), with multiple EIBA members from around the world providing input. The school is co-organized and co-sponsored by EUSPRI – European Forum for Studies of Policies for Research and Innovation (https://euspri-forum.eu/). The featured topic is “Research methods, theories and policies for navigating the complexities of the digital age”. We received numerous applications for the event and all seats in the Summer School are booked! Thus, we are confident that this will be a long-lasting EIBA initiative. Last but not least, we have further intensified our relationship with International Business Review (IBR) – EIBA’s associated journal – and now jointly run the ‘IBR & EIBA Young IB Scholars Workshop’ digitally multiple times per year. The first two
online events were very successful. The third YSW held virtually on June 10th is free of charge and open to the IB community. It is convened by Tony Fang (IBR Senior Editor) and features a distinguished panel. We would like to thank Roger Strange and Fang Lee Cooke (IBR Editors-in-Chief) and the team at IBR for their openness and willingness to collaborate. We feel this is a great addition to the EIBA portfolio of events and provides strong value to younger scholars. We are now considering further expanding our portfolio, potentially in collaboration with other academic organizations. Overall, we believe EIBA is developing closer ties with its community and evolving in positive directions.

We are very much looking forward to meeting many of you in person again at the 48th EIBA Annual Conference in Oslo. Brigitte Grøgaard (EIBA President & Conference Chair), Ilan Alon (Conference Co-Chair) and their teams will surely create another memorable experience! Do not miss the submission deadline for your papers and panel proposals on July 15th!

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**COMMEMORATING JORMA LARIMO**

*Susana Costa e Silva (Universidade Católica Portuguesa, Porto, Portugal)*

On the 3rd of January 2022, the International Business community lost one of its most brilliant scholars – and the EIBA family lost one of its most dedicated Fellows and mentors.

**Jorma Larimo** was an active EIBA member for over 35 years (since 1985) – and a highly-regarded researcher in relevant IB topics such as international joint ventures, alliances and networks, MNEs, FDI, and emergent markets and firms. Jorma was prolific in researching institutional and cultural distances, dynamic capabilities, relational attributes, and performance. Jorma kept one of the most comprehensive FDI databases on Nordic firms, which was carefully fed with stock exchange news, press releases, websites, and annual reports of Nordic firms, etc. This database played a pivotal role in the completion of more than twenty doctoral dissertations, and the publication of several international journal articles and book chapters.

Jorma’s research was published in JIBS, JWB, IBR, MIR, JBR, JAMS, JIM, SJM, and *Asia Pacific Journal of Management*, among many other outlets. Some of his articles are a reference in the field and are widely cited. He also served as editor of several important journals in IB, including IBR, MIR, EJIM, and *Baltic Journal of Management*. Besides his path as an author of journal articles, Jorma was also an active book editor with several books published, five of which were published in the past six years. Some of Jorma’s projects were funded by the Academy of Finland in recognition of the value of his work. He has always involved young scholars in these projects. His network of colleagues was vast and rich.

Jorma Larimo was Professor of International Business at the School of Marketing and Communication, University of Vaasa, Finland. For several years he has been the Chair of the International Business & Marketing Strategies Research Group, and Coordinator of the Doctoral Programme in International Business in Finland. As a long-time professor at the University of Vaasa, Jorma – a full professor for the past 20 years – had the opportunity to supervise dozens of doctoral students, a role in which he excelled and took very seriously. He left a memorable mark on the careers of many students as well as on their lives. His former PhD students consider him as a caring and attentive supervisor – but above all, as a mentor. His positive energy was transmissible to all who had the occasion to cross his path.

Jorma was widely known in the IB community as a sensitive person, a caring friend and colleague, inclusive of others, generous to a fault, thoughtful, and hard-working. Indeed, his ability to work was amazing, and he will be remembered as a role model to many.

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EIBAzine – International Business Perspectives  |  ISSN 2222-4785  |  Issue No 30  |  Spring/Summer 2022  |  Page 5
INTRODUCTION

When I was preparing to write this short piece about José de la Torre, I remembered the above excerpt of a poem by Alberto Caeiro, one of the heteronyms of Fernando Pessoa, who is among the brightest Portuguese writers in the 20th century. Like Caeiro, José made all days his own days. He lived his life in full, with huge joie de vivre, as Yves Doz put it (Doz, 2022), from the early to the last days. This is clearly expressed in the lively way he responded last March to the questions raised by Ilgaz Harikan at Frontline IB Conversations (de la Torre, 2022). Those who have listened and watched the dialogue could not believe that less than two months later José would be no longer with us. But, unlike Caeiro, who lived most of his life in his small town in Ribatejo, near the Tagus river, with occasional visits to Lisbon, José was a citizen of the World.

José has been an inspiration for generations of IB scholars, irrespective of whether they were colleagues or students, including his own

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“If, after my passing away you want to write my biography, there is nothing as easy. There are two dates only – the dates of my birth and of my death. Between one and the other, all days are mine.”

[Fernando Pessoa/Alberto Caeiro, 1915 – my translation]

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1 I gratefully thank the interaction with Africa Ariño, Juán Durán and José Paulo Esperança about distinct aspects of José de la Torre’s life and work. I am especially grateful to John Cantwell for his comments and the careful editorial review of this article. The usual disclaimers apply.
doctrinal students, our “academic children”, as he labelled them in the interview above. Curiosity, appetite for learning, and openness to the other are among his hallmarks, both as an individual and a scholar. He was a committed internationalist, aiming at fostering social change, namely in the context of Ashoka (see https://www.ashoka.org/en-pt/about-ashoka). At 79 he was still young, forward-looking, ready for a friendly gathering, for a good conversation, for discussing a paper, for providing guidance or for a good meal.

José de la Torre reached the highest posts in the main International Business (IB) associations: served as European International Business Academy (EIBA) President in 1981/82, during the early years of EIBA, and made a difference, fostering important changes in the (then) Association, as I will show below; and served as President of Academy of International Business (AIB), for 1999-2001. He was a Fellow of the AIB, of the International Academy of Management, of the Strategic Management Society, and of the Business Association for Latin American Studies (BALAS).

José de la Torre was a multi-faceted man. This article will try to address his different dimensions, though our main focus will be on his contribution to EIBA. The text will be organised in four sections. Next, I will address José de la Torre as a man and a friend. Then, his outstanding academic career will be briefly presented. This leads to the heart of the matter: his significant service to make EIBA a better scholarly association. The article will conclude with a brief summary, highlighting the lessons we may learn from José de la Torre.

THE MAN

Born and raised in Cuba, José de la Torre emigrated to the United States around 1960, when he was 17, to pursue his studies. When he was an adolescent, he dreamed about building rockets and becoming an astronaut (de la Torre, 2022).

Following this passion, he graduated in Aerospace Engineering, from Penn State University, in 1964, being awarded the Tau Beta Pi, Sigma Tau and Sigma Gamma Tau by engineering honor societies in the United States. However, he was not able to get the job he wanted, and deserved, as an aerospace engineer. Being raised in Cuba, companies envisaged him as “a security risk” (de la Torre, 2022) at a time of confrontation, when the 1962 Cuban missile crisis was still fresh in America’s memories. Therefore, he had to search elsewhere. He got an MBA, also from Penn State, and started to look for a job again.

An interesting opportunity emerged with Dupont, for a post at the International Department. However, a call from Harvard Business School (HBS) changed everything: an offer to enrol in the Doctoral programme, to which a job as research assistant was soon attached. He accepted this offer, and the executive career at Dupont never started. The decision was taken only after consulting with Marta Araoz (de la Torre, 2022), then his fiancée and later his wife, in a joint venture that lasted until his untimely passing away.

This leads to another facet of José: the family man, and the patriarch. As he underlined at Frontline IB Conversations, he wanted to have a larger family (de la Torre, 2022). He loved large spaces, and when the opportunity came, he bought a ranch in Northern California, where he might profit from fresh air and larger horizons, compared to the more densely populated Pennsylvania. Even when he moved to Florida, he bought a house by the sea, prone to flooding, but enjoying wide views.

In the later years of life, he loved to be with his children and grandchildren (and Marta, and some friends, of course). He became a beacon for an increasing family, in which the youngsters were envisaged as the companions, who would carry the de la Torre’s ‘torch’ forward into the future. This was a very important point for José: to enjoy the company of his offspring. He confessed that, after fully retiring, he would enjoy spending time with his grandchildren and reading his books on History (de la Torre, 2022). For him, History was essential to understanding our present, and to building a better future. In this regard, he was concerned with the limited knowledge and
interest about the past that many young people show nowadays².

I have never been a close friend of José. I asked for testimonies from some of his friends, from different vintages. A common thread that emerged is his passion for gathering people together. He was an expert at telling stories and jokes, to create a friendly, melding atmosphere. But sometimes he might appear stubborn, and he did not avoid confrontations, as he mentioned in the engaging text he wrote in memoriam of Alan Rugman (de la Torre, 2016); however, an adversarial position for José de la Torre did not put friendship links at stake. As Marvin Lieberman wrote: “Jose’s stories, jokes and wit always left me laughing and at the same time better informed about an important issue” (Lieberman, 2022). He loved good food and wine. No wonder, then, he was often in charge of wine selection. Another thread is his openness, inviting recent academic acquaintances to visit his home. José Paulo Esperança remembers how he approached José for a sabbatical year, “from zero”, and recounts his warm acceptance and the way in which he integrated José Paulo in both his research project on Multilatinas and in his friendship circles (Esperança, 2022). He sometimes “invited both PhD and MBA Spanish-speaking students, and there were around 30 of us invading the family!” (Ariño, 2022). As Sheila Sutherland (2022) wrote, “he genuinely liked and was interested in people”. He enjoyed very much to be able to welcome colleagues chez José and Marta. Although he confessed that he had rapidly acculturated to the US – “I got Americanised in a short period of time” (de la Torre, 2022) – the Cuban roots have always remained there. He was very capable in intercultural competence and loved to bridge people from different origins. Many of us felt touched for life by his friendliness, on both personal and professional grounds.

² I must confess that I fully share his view.

### THE SCHOLAR

As mentioned above, José de la Torre was a well-known scholar, with a global mindset, who enjoyed his job as educator and researcher a lot. This section will unfold in three parts: his professional trajectory; his work as a researcher; and his achievements as an educator, including his service to the IB profession.

José received his DBA on Strategy and IB from Harvard, in 1971. Interestingly, he was not fond of the quality of the Harvard doctoral course by that time. He pointed out that he learned more from a course he followed with Charles Kindleberger at MIT than he did from most of those he took at Harvard (de la Torre, 2022). In 1973, he was invited to join the Institut Européen d’Administration des Affaires (INSEAD), a business school established in 1957, in Fontainebleau, near Paris³. He got advice from a few professors at Harvard, and he recalls that one of them told him to stay in the US, since going to Europe would mean stalling his promising career (de la Torre, 2022). He decided otherwise and accepted the invitation. As he told me in an interview on the history of EIBA (de la Torre, 2017), he landed in Paris in early December 1973, being there as visiting professor until the end of the academic year. But the European attraction led him to come back in 1975, staying with INSEAD for about 12 years. With hindsight, he avers that he took the right decision: in those times European integration was progressing swiftly, and José had rightly envisaged his European stay as a period of deep learning, about business and about a diverse World (de la Torre, 2022).

At INSEAD, he played a key role in organising the school, paving the way to make it the powerhouse that it is today. For example, at INSEAD he supported Yves Doz by involving him in a new senior managers’ programme (Doz, 2022), and recruited the late António Borges, ³ One of the founders and the main driving force behind the establishment of INSEAD, Georges Doriot, was professor of Industrial Management at Harvard.
who by 1988 became dean of the school, to lead the MBA programme. He was especially proud of having invited Edith Penrose to join INSEAD in 1978 (de la Torre, 2017). This was a bold move à la José de la Torre: he felt that the school needed a new spark, that Edith Penrose, as a deep thinker about the theory of the firm, could provide. The approach was gladly accepted, and she joined INSEAD (Mihov, 2019), later becoming the first woman to hold a deanship at INSEAD.

In 1987, José closed his INSEAD chapter, and came back to the US, this time to join the University of California at Los Angeles (UCLA). There, he found how difficult it was to change entrenched mindsets, to instil new approaches and renew the faculty (de la Torre, 2022). Meanwhile, he did not lose contact with Europe, holding visiting professorships in Stockholm and Sophia Antipolis, while strengthening links with Latin America (Chile). After being nominated Emeritus at UCLA, José moved eastwards in 2002 to become the founding Dean of the Chapman Graduate School of Business at Florida International University (FIU). Together with the Bologna Business School (Italy), this was still his institutional affiliation when the “greedy, greedy wave”, to draw on Emily Dickinson’s metaphor, hit him.

José de la Torre was a distinguished researcher. He was more concerned with the micro than with the macro, drawing on case studies to understand how international management was undertaken, and changed, in practice. In this regard, his consultancy activities, namely to several large international firms (such as British Aerospace, GKN, Novartis, Hughes Aircraft, Johnson & Johnson, Kraft Foods, Gallo Vineyards, and Mitsubishi Electric), were a source of information and inspiration. There was a ‘double loop’ movement: academic activities generated knowledge to provide advice to firms and, in turn, consultancy fed his research. He was very clear about this at Frontline IB Conversations, when he strongly suggested to young researchers “to keep a foot in the real world” (de la Torre, 2022), through conversations with practitioners.

His refereed journal articles span across nearly five decades, from 1971 (de la Torre, 1971) to 2018 (Bidault, de la Torre, Zanakis & Ring, 2018). In between, he carried out outstanding research on multiple themes: the effects of foreign investment on both source and recipient countries (Stobaugh, de la Torre et al., 1972); foreign investment and trade in clothing industries (e.g., de la Torre & Bacchetta, 1980; Arpan, de la Torre & Toyne, 1981); forecasting political risk on international operations (de la Torre & Neckar, 1988); Multilatinas (e.g., Martínez, Esperança & de la Torre, 2005). He was among the first to carry out research on the effects of ICT developments on global business activities, convening a symposium on E-commerce and Global Business, that led to a JIBS special issue on these topics (de la Torre & Moxon, 2001). A photo of José, his co-author José Paulo Esperança and myself, taken in 2017, is included here (Figure 1).

The research field for which José de la Torre is best known concerns inter-firm cooperation. Following the research carried out with Africa Ariño, a former PhD student, and Peter Smith Ring, a string of widely cited publications emerged (e.g., Ariño & de la Torre, 1998; Ariño, de la Torre & Ring, 2001). A longitudinal process view of inter-firm relationships was taken. Two key concepts developed in this research deserve special mention – relational quality and learning from failure. Relational
quality was envisaged as a key factor for mutually beneficial relationships, in a way similar to the concept of forbearance coined by Buckley & Casson (1988). However, the existence of relational quality does not preclude the emergence of conflicting interests and tensions. The positive feedback loops entailed by relational quality may become essential to heal endangered relationships, as Ariño & de la Torre (1998) have shown.

Africa Ariño recalled how reassuring for a young scholar it was to have José de la Torre as a co-author (Ariño, 2022): “Having him as a co-author, I learnt to put things into perspective: as a young scholar, I was terrified by some of the reviewers’ comments. José would step back and say, “that’s doable...”, and I would feel relaxed and safe. At the same time, we had a lot of fun working through those revisions. He made work enjoyable. And I [also] learnt to never let students pay for a treat!”

Besides being a researcher, José has played an outstanding role, throughout his life, as an educator. His capacity to organise MBA and doctoral courses has been evident throughout his career. He has always been very committed to improve the quality of education provided by business schools. This translated itself in various dimensions. The first concerns the development of case studies to enable students to better grasp the management issues faced by company managers. The second is related to the writing of educational materials. In this regard, the main contribution was the textbook Managing the Global Corporation, which reached two editions, the first with William Davidson (Davidson & de la Torre, 1989), and the second with Yves Doz and Timothy Devinney (de la Torre, Doz & Devinney, 2000).

One of his most important achievements as an educator was the setting up of the EMBA Consortium for Global Business Innovation. He was the driving force behind the creation of this business education consortium, involving 11 organisations from four continents, and has served as its Chair and founding Executive Director.

This is related to another issue that became a key concern for José de la Torre in more recent years: how to convince our countries’ citizens about the advantages of a global world? When I questioned José regarding the main challenges for EIBA in the future, he immediately raised this question (de la Torre, 2017)4. In his view, an essential duty of IB scholars should be to show how globalization entails benefits for the citizens. Against a wave of nationalism – that, with his history-driven mind, he put in a longer-term context – he argued that IB scholars should understand the mindsets that lie behind such waves, to better advocate a global approach to international economic relationships.

José has always been an internationalist, in fact, stressing the advantages of inter-cultural exchange and dialogue to educate culture-aware managers and to build a better world. His commitment to international linkages and organisational skills are very well expressed by his contribution to EIBA.

The EIBAian

José de la Torre participated in the very first workshop, held in 1973, to convene European IB scholars around common interests, leading to the creation of EIBA in December 1974. He had joined INSEAD in early December 1973 and heard about the workshop. For him, this was also an opportunity to become acquainted with the IB scholarly community in Europe: he thought that “it makes a lot of sense to try to go there and meet some of the researchers who work on issues that are of interest to me in Europe” (de la Torre, 2020). This was the start of a long-term involvement with EIBA.

After coming back from the US in 1975, he was invited to the first EIBA Annual Conference organised by Michel Ghertman at CESA (Centre

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4 He came back to it in his presentation at the EIBA History Panel, EIBA Annual Conference 2020 (de la Torre, 2020).
José de la Torre became a regular participant at EIBA conferences until 1985, with the exceptions of Uppsala (1977) and Oslo (1983).

In 1980 José became vice-president of EIBA, and in 1982 organised the successful 8th EIBA Annual Conference at INSEAD (Fontainebleau). As I will show below, this marked a turning point in the EIBA annual meetings. In the early 1990s José came from the US to attend a couple of EIBA conferences. I remember that in Madrid (1990), faced with the high room rates charged in Barcelona (it was targeted for AIB 1992, and was to host the 1992 Olympic Games in July/August), José approached me to check whether I would be available to organise the AIB 1992 in Lisbon. I gave him a negative reply since I already had a pre-commitment to convene EIBA 1993 in Lisbon (which I did). As a result of this process, the 1992 AIB conference was held in Brussels. From 1993 onwards, José kept up his EIBA membership without fail, scrupulously paying the annual dues albeit attending the conferences only sporadically. This account demonstrates how José de la Torre has been almost continuously committed to EIBA since the inception of our Academy.

José’s main contributions to EIBA took place, of course, in the context of his duties as EIBA President in 1981/82 while in charge of the EIBA 1982 Fontainebleau programme. I will start with this, turning later to his moves to change EIBA as an organisation.

In the early years, the structure of EIBA conferences was a bit random, depending on the interests and disciplinary focus of the president for that year. While in some conferences, as in Uppsala 1977, organised by Lars-Gunnar Mattson, some uniformity of the papers submitted was achieved, in others this did not happen at all. In the 1970s there was not even any language uniformity: some participants delivered their papers in languages other than English, mostly in French but also in German. The Barcelona 1981 conference, held in cooperation with AIB, had left much to be desired, and EIBA appeared to be at a low tide.

Drawing on this as well as his own conference experience (de la Torre, 2020), José decided to design a new structure for the EIBA Annual Conference. As he wrote in his President’s
Letter, the time had come “to experiment a bit with the programme in the hope of increasing interest in the sessions, while still allowing for maximum participation possible as well as every opportunity for personal interaction and for the exchange of ideas” (de la Torre, 1982:2). There was a clear thrust to increase the quality of the papers and to promote “more in-depth discussion”. A distinction was established between morning and afternoon sessions: the first were devoted to a few, carefully selected papers, with a discussant per paper, while the latter were focused on “research in progress”, enabling people “to meet around common areas of interest” (de la Torre, 1982:3).

The conference’s theme expressed José’s concerns quite well: Empirical Research on International Business Problems. A top-level paper selection committee was established, including two co-chairmen, one from INSEAD and another top scholar. The following themes were addressed (co-chairs in parentheses): Production and technology issues in international operations (Kasra Ferdows and Roland van Dierdonck); Managing cultural diversity (André Laurent and Geert Hofstede); Managing the international financial function (Lee Remmers and Paul Korsvold); and Strategic responses to international environmental changes (Edith Penrose and John Stopford). As you may see, José was able to put together some of the brightest IB scholars of the early 1980s, from Edith Penrose to Geert Hofstede, and from John Stopford to Lee Remmers. Other outstanding scholars, such as Henri-Claude de Bettignies, Charles Albert Michelet, and Yves Doz, served as discussants. Invitations to present papers in progress were addressed to other well-known academics. Therefore, John Dunning (second EIBA conference after Uppsala 1977), John Cantwell (first EIBA meeting), Farok Contractor, Bruce Kogut and S. Tamer Cavusgil were among the participants in the afternoon sessions. As a result of José de la Torre and his team’s efforts, the EIBA 1982 Fontainebleau conference assembled the cream of the European IB academics in the early 1980s. The conference structure became the standard for the next EIBA meetings. With hindsight, it may be envisaged as the pioneering experiment that led, since 1991, to the distinction between competitive and interactive papers. A superb initiative to relaunch EIBA had been achieved!

No wonder that the attendance at EIBA 1982 crushed previous records. The event attracted 143 participants – a significant increase from the previous maximum attained at EIBA 1977 Uppsala (83). Besides the very high quality of the programme, other reasons for the appeal of EIBA 1982 Fontainebleau were INSEAD’s image and its contact networks along with the mobilization of the French IB community. In fact, France was the main source of participants, followed by the US.

However, the new EIBA conference template was neither the main nor the most long-lasting effect of José de la Torre’s presidency of EIBA. This has to do with another initiative he took: the 1982 revision of the EIBA Statutes, as may be seen in Figure 5 below.

The 1982 EIBA Statutes provided a thorough revision of the original 1974 EIBA Statutes by establishing a three-tier governance structure with a clear hierarchy of responsibilities among the various governance bodies: the General Assembly, the EIBA Board, and the Executive Committee (see also de la Torre, 2020). It was
also birth of EIBA’s General Assembly, which is a key governance body still today. The EIBA Board replaced the previous EIBA Executive Committee as the main governance body. While reporting to the General Assembly (EIBA membership), the Board was envisaged, and still is nowadays, as the main body in charge of the Association’s affairs. The 1982 statutes provided that the Board was composed of “one representative of each country where the association has more than five members” (EIBA, 1982:14). This entailed a significant amendment to the 1974 statutes, which were much less prescriptive. The EIBA Executive Committee’s composition and mandate also changed. It became restricted to the President, the two Vice-Presidents, the immediate past President, and the Executive Secretary. This change was a key step to streamlining the management of EIBA’s day-to-day affairs. Much of this governance structure still holds today. Thanks to José, clear orientations were established regarding governance, roles and responsibilities, and the representation of what later became known as country chapters. José de la Torre thus played a key role in shaping EIBA’s organisational structure.

For this reason, I warmly welcomed the initiative taken by Juán Durán and Torben Pedersen to nominate José de la Torre as an EIBA Fellow – but to my regret, this was not successful. In my view, José fully deserved to be an EIBA Fellow. It would have been a recognition of his service to IB scholarship as well as of his long-term commitment to EIBA and especially the outstanding contributions he made to our Academy during his Presidency.

**CONCLUSION**

Alberto Caeiro left a legacy, expressed namely through his poems, which still provides us with food-for-thought a century later. His work is still very much alive. But it is a literary legacy, not a practice-based one. José de la Torre’s legacy is much more diverse. It spreads through distinct fields: research contributions that have retained their relevance, namely regarding the way in which international organisations are managed and how inter-firm linkages are established and succeed; the setting up of initiatives that will be pursued in the future, as the EMBA Consortium for Global Business Innovation; and the design of organisational structures intended to last.

That was the case of EIBA. José de la Torre’s legacy is still present in our Academy and will remain so into the future. Therefore, while he has fully enjoyed life between his birth and his death, José’s biography, contrary to what Alberto Caeiro argued, is not just restricted to the time elapsed between such “two dates”. In fact, his biography is still unfolding as we are inspired by his example, as we read and think about his published work, and interact with and commit to organisations he founded or helped to shape. José’s imprint is still at the core of EIBA, even though we may not always be aware of that. For these reasons, José de la Torre will remain one of us: an EIBAian!

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THE WORLD ECONOMY AFTER THE RUSSIAN INVASION

Ewa Mińska-Struzik (Poznań University of Economics and Business, Poland)

Ewa Mińska-Struzik is the Head of the Institute of International Business and Economics at the Poznań University of Economics and Business. Her main research area is international trade with a particular focus on measuring trade, the validity of trade theories in a globalized world, and the linkage between the exporting activity of a firm and its innovative potential. On April 25, 2022, a debate entitled “The world after Russian aggression” was held at PUEB. The following text is based on a talk by Ewa Mińska-Struzik, who was one of the panellists.

INTRODUCTION

During the two-year Covid-19 pandemic, the global economy and international business have clearly suffered. Everyone was aware that a crisis was natural in these circumstances, but ‘big’ geopolitics added fuel to the fire. An economic crisis has broken out and is now escalating, and we are unable to forecast its extent and depth so long as the Russian aggression continues. One thing is certain—the world will no longer be the same as it was before 2020. From both a global and a European perspective, the picture of the international network, the dynamics of relationships and the types of problems look very different than they did just 25 months ago. What will they look like in another two years?

A WORLD ECONOMY WITHOUT RUSSIA (?)

Russia’s invasion of Ukraine has been going on for three months now. In response, the West has introduced and continues to introduce economic sanctions on an unprecedented scale in the hope that this will halt Russia’s imperial bent and stop the bloodshed. And may it happen as soon as possible! Increasingly, however, we are asking ourselves about the future. Without Russia, does international business, and the global economy more broadly, stand a chance of functioning relatively normally? For the fact that there is no
return to “business-as-usual” is, after all, obvious.

To try to answer this question, it is worth looking at the importance of Russia and the countries that more or less openly support it. The UN vote to condemn Russian aggression on March 2nd, a week after the invasion began, was supported by 141 (out of 193) members. Five were against and 35 abstained. Among those opposed to the resolution were, of course, Russia itself and Belarus, as well as Syria, Eritrea, and North Korea. From an economic perspective, one has the impression that these forty countries now belong to a club of the mainly excluded. Their economies account for ¼ of global GDP and ⅕ of global exports, with China and India, who abstained, being largely responsible for this amount. The median GDP p.c. in this group of economies does not exceed ⅓ of the global average, so it is difficult to suppose that intensifying relations with these countries will enable Russia to compensate for losses caused by sanctions imposed by the West (Friends like this, 2022).

What about the West itself? Its (our!) complex regarding Russia has two sources. The first is the dependence of Western economies on Russian raw materials. Thanks to its hydrocarbon exports, Moscow has effectively entwined individual EU countries in a strong network of economic ties. Although we have been aware of this before, it was not until Russia's invasion of Ukraine that the full extent of the EU's dependence on supplies from the East became apparent. Although the discussion on the necessary energy transition has been going on in the EU for years, paradoxically the uniting of the West against the Kremlin due to Russian aggression may significantly accelerate Europe's achievement of climate neutrality. There is concern that Russia may drastically reduce gas supplies to the EU in response to the sanctions imposed by the West. The first moves in this regard are already visible (https://www.bbc.com/news/business…). As a result, there are calls for the possible continuation of use of the EU's coal resources (https://www.bbc.com/news/science…). However, this would conflict with the ambitious plan to reduce CO₂ emissions, which can only be achieved by accelerating the shift from coal to renewable energy. The only rational way out of this stalemate, therefore, is to increase investment and efforts in the industries developing projects related to renewable energy sources and more efficient methods of storing the power derived from them. It will also be necessary to change the daily habits of Europeans, such as using emission-free or public transport. In the short term, the consequences of the Russian aggression are and will be painful for the EU, but the accelerated energy transition and the implementation of the Green Deal will be good for both the environment and the economy. Investment in innovative projects is likely to have a beneficial impact on the competitiveness of the EU economy, for which it has been striving for at least a decade to little satisfactory effect.

Continuing the consideration of energy raw materials, in the context of the question about the shape of the global economy without Russia, it should also be remembered that the negative effects of depending on Russia concern not only buyers but also sellers. Nearly two thirds of the oil exported from Russia ends up on the European nations' markets (https://www.bbc.com/news/business-61237519), which, in the event of a sudden "turning off of the tap", would effectively cut Europe off from raw materials with a whole spectrum of economic consequences. On the other hand, Russia itself will be deprived of its export earnings, which exports cannot simply be redirected elsewhere.

In the light of these considerations, the Russian invasion of Ukraine, however driven by the imperial inclinations of the Kremlin's ruler, is also Russia's struggle for a place in a future world without fossil fuels. Ukraine is a large territory, with fertile soil and modernised agriculture. It is therefore an enticing prospect for Russia's monocultural economy, plagued by huge inequalities.

The second source of the West's Russian complex is the uncertainty about China's further actions. The attitude of the latter is clearly ambivalent. From the beginning of the
invasion, they openly expressed support for Moscow’s rationale, special courses were introduced at universities "on the correct understanding of the war in Ukraine", and the media repeated Russian propaganda about secret biochemical laboratories in Ukraine. In addition, Beijing opposes sanctions on Russia. On the other hand, it deplores the developments in Ukraine and declares its willingness to play a constructive role in resolving the conflict. This "dithering" is due to the pragmatism of China, whose interest is not in the materialisation of any of the extreme scenarios - neither an open Russia-NATO war (for which China is not ready either militarily or economically, as the economic consequences of a global conflict would be enormous), nor the fall of Putin, as that would mean the destabilisation of its neighbour, including the “risk” of the Russians turning to the West. Maintaining the war in Ukraine as a regional conflict along with the sanctions that weaken Russia, works strongly in China's favour, strengthening its position in relations with Russia.

Besides, China knows how to calculate and benefit from its network of global links, so it knows it cannot afford to cut itself off abruptly at this point. Zero-Covid policies and inflation caused by rising raw material prices are again straining supply chains and undermining consumption. The economy is clearly slowing down, and in this situation the additional costs resulting from possible active military and financial support for Russia are not advisable. It is already apparent today that fears that China might assist Russia in circumventing Western sanctions proved to be overblown.

**The Power Of Communities And Alliances**

What is currently happening in Ukraine is a very great tragedy, and the immediate future unfortunately looks bleak. On the other hand, in the long term, current events clearly show that alliances and communities make sense. 77 years after the end of the Second World War, we have learned to take our common values that underpin the European Union for granted. Meanwhile, these (along with the entire post-war lessons) need to be regularly relearned, renewed, and revitalised, because unfortunately our societies are clearly showing fractures. A whole series of such ruptures occurred not coincidentally after the annexation of Crimea in 2014. This too was part of the Kremlin's plan to destabilise the situation in the West. Rising populism in Europe, Brexit, the election of Trump (who has promised to take the US out of NATO in his second term) – these are all actions in Russia's favour. The revival in some EU Member States of a campaign against LGBT+ communities or the curtailment of women's rights is also an attack on fundamental European values, on individual freedoms, which is welcomed in the Kremlin. Not without reason, Patriarch Kirill has emphasised 'gay parades' as an expression of loyalty to the West, which Russia as a defendant of God's law is obliged to oppose. It was Putin himself who quoted the Bible to support his claims. The war against Ukraine is treated as if it were a historic mission in which Russia wants to help members of its own people. Hitler ran a similar narrative in 1938, and Stalin a year later.

For a whole decade, Russia has been consistently triggering a conflict in the social sphere on the basis of a messianic narrative, presenting itself as the sole defender of traditional values, the family and religion. Characteristic of the many years of preparation for the invasion was the falsification of history and the manipulation of language, culminating in the misleading description of the war: a special operation against fascists and Nazis and, incidentally, against drug addicts and gays.

The strengthening of the European Community, which has stabilised the situation in the region for many decades, now appears to be a pressing need. It must be made clear that all those who think, speak and act against the strengthening of the EU are useful for the rulers of the Kremlin. Opposition to the EU was expressed by some participants in the recent French presidential elections. Now it is time for other countries where populism and anti-European sentiment have been on the rise in recent years. Because this is not just about guaranteeing the values that are important to us. Politically and economically, the Union is a
real force that Russia cannot match. However, there is no doubt that defending our values and peace in Europe will come at a price. It already has, and the stakes will rise as Russian aggression prolongs and escalates. However, and this must be underlined, only economic integration and a common strategy is a real counterweight to imperialism.

**Societal Challenges**

The economic consequences of the war, superimposed on (post)pandemic problems, are already being felt strongly in Europe and are expected to become even more acute in the future. This will be compounded by the challenges posed by further enlargement and the aforementioned need to strengthen integration. The big test for Ukraine’s closest neighbours is the reception of a large wave of refugees. In less than three months, Poland alone has received more than three million of them. According to the survey, 58% of these refugees plan to return to Ukraine once the situation has stabilised, about 12% want to leave for another country, and the remaining 30% want to ultimately stay in Poland (Raport specjalny: Uchodźcy..., 2022). This is still a large group, which creates long-term challenges for the labour market, social policy, education, and health care. Currently, hosting more than three million people, mainly women and children, who prefer to remain as close to their homeland as possible, relying on care from Poles, is a big test for Poland.

So far, Poland has been a highly homogenous country in terms of nationalities, without much experience in accepting refugees and, consequently, without adequate institutional solutions. The aid given to Ukrainians fleeing from war thus has the character of a spontaneous act of collective charity. Poles take in refugees into their own homes, and into temporarily organised night shelters; they volunteer their services, donations, and in-kind help. The question is how long this impulse can last. The economic situation after two years of dealing with the pandemic was not easy even before the refugees arrived. The inflation that has been building up in recent months and is draining wallets and encouraging various and not necessarily accurate reflections on strangers – those who feed the labour market, those who receive social assistance, or those who use the health service. It is therefore important to be aware that sooner or later negative moods may arise. Poles who may lose their jobs in the coming economic crisis, who will see inflation eat away at their savings, who will be unable to cope with repaying their increasingly expensive loans, who will see their queues to the doctor become much longer, and their children miss out on obtaining places in kindergarten, may soon lose their spontaneous enthusiasm for helping those in need.

Systemic solutions are needed here, and these must be implemented efficiently. The above-cited research found that more than half of the adult refugees who ended up in Poland have a university degree, which means that in the long term these people do not have to be condemned to just doing simple jobs. The biggest current problem is the language barrier, as 9 out of 10 people do not speak Polish. Education in this area is therefore a fundamental issue. No less important is training in Polish labour law and assistance in setting up businesses by Ukrainian women. This could allow them to, with the support of special funds, including European funds, for example, set up kindergartens where their fellow countrymen who want to work could leave their children. Assistance is needed in finding premises for this purpose. We often succumb to the stereotypical view of immigrants as a reservoir of cheap labour for agriculture or the service sector (hotel, catering, elderly care). However, this is a rather patronising and selfish approach. Genuine assistance consists in responding realistically to the refugees’ needs, considering the potential of their competences and qualifications, and not seeing them as a solution to the country’s long-standing demographic problems.

**Instead of a Summary**

All of us in Europe wish each other, and most of all Ukraine and the Ukrainians, peace. The enormity of the devastation in Ukraine itself is difficult to estimate and downright impossible to imagine. And the war is still going on. The
continuous images from the front that reach us do not allow us to get them out of our heads. However much we feel the need to analyse the situation, every diagnosis, column, thought spoken or written at that moment seems trivial, too insignificant, inappropriate in the face of the immensity of suffering. The text presented here is merely an attempt to outline the main challenges facing the Western community in the economic and social spheres. Time will come for final summaries, but already today it is worth realising how much international business is buffeted by the geopolitical game and how vital it now is to remain vigilant of its evolving effects. The Russian invasion of Ukraine began *de facto* not on February 24, 2022, but eight years earlier with the annexation of Crimea.

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**TEACHING IB: SOME QUESTIONS FOR REFLECTION ON ITS IMPORTANCE AND DELIVERY METHODS**

*Erica Piros Kovacs* (Indiana University, USA), EIBA National Representative for Brazil

*Erica Kovacs* is a Clinical Professor of International Business at Indiana University, Kelley School of Business, Department of Management and Entrepreneurship. She has been teaching in graduate and undergraduate levels since 2002, and finished her PhD in 2009 at UFPE, in Recife, Brazil. Erica has been a visiting scholar at Georgia State University’s Institute of International Business in Atlanta, USA.

**INTRODUCTION**

Doctoral programs prepare us to become good researchers. We are trained on theories and literatures, empirical methodologies, and statistical tools; we are also trained on how to write, how to review, and how to publish; but PhD candidates often receive only limited training on how to become great teachers. How do we evolve in our teaching, and become even better teachers as time goes by? The yardsticks by which we can measure our growth as a researcher and achieve professional recognition are clear, but this is not so much the case as a teacher.

The goal in this article is not to give answers to the questions that will be presented in the following sections, but mostly to highlight the critical issues raised by the lack of preparation we receive to teach IB well in today’s ever-evolving IB environment. This thought process is intended to help you to identify where you are now in terms of teaching, and what can be improved. It’s intended more to suggest how the reader might undertake a personal journey in which there is no right or wrong direction to follow, other than in areas in which certain established experiences of others, or an awareness of some common pitfalls may help readers to move on.

Before I turn to discuss such general points in more detail, it may be helpful to share a bit of my own personal journey. I started teaching three decades ago. One of my parents was a professor, who also focused on teaching. Over these past years, many things have changed — the outlook and motivations of students, pedagogical technology, and the relevance and application of the subject of IB. Teaching is a journey, not a destination. There is always something to learn along the way. Too bad we aren’t accompanied on our journey by the “three reviewers” who are not shy to tell us what can be improved in the classroom, just as we have in our research paper submissions.

Many times, we teach by intuition or based on the role models of those from whom we have
learned ourselves previously, sometime in our academic formative years. There is little guidance, advice, or feedback available, apart from student evaluations, which by definition are not the suggestions of peers.

In my last job interview, I accepted an offer of a Clinical position. Clinical professors have a PhD but their focus is on teaching and service, and not on research (unless it is research in teaching, or on educational methods). Some colleagues might view this as a “downgrade” for me by deciding not to focus on research anymore. Yet, I absolutely love teaching – in truth, more than research. I knew I could make a difference if I could focus on this, my passion.

The value of clinical positions and teaching has not been fully articulated and appreciated in our field, or indeed in business schools more widely. That’s why I decided to write this article. After all these years of teaching a variety of IB courses, I’m happy to share some questions that I believe can help us think about the importance of teaching and how we can improve as educators. I will now focus on the following topics: recognition of IB pedagogy in our field, IB content (and its evolution), and appropriate delivery methods.

THE RECOGNITION OF IB PEDAGOGY IN OUR FIELD

At our IB conferences, including the EIBA Annual Conference, I observe much more attention and demand for research-based professional / paper development workshops (PDWs), and interactive or competitive papers, than for teaching workshops and exchanges about teaching practices.

When we look at submissions to the conference teaching track, they are always one of the lowest in number of papers or panels. Why is that? Have we already mastered the topic? Don’t we consider teaching important? Is it a “sub-area” of our responsibilities that we are obligated to do once we work at universities, but one that is generally little rewarded (as long as we don’t make a complete mess of it) so we don’t care about it as much? Why do we have so few teaching awards and papers? Some programs have teaching seminars or require doctoral candidates to teach for a semester. But who observes them, and provides them with feedback that recognizes some of the specificities of the IB subject area? Why is so little focus given to preparing our PhD candidates for teaching?

IB COURSE CONTENT (AND ITS EVOLUTION)

In many universities, International Business is a required course. In terms of IB course content and evolution, we need to ask ourselves: Are we updating the content? Can we relate what we teach in the classroom to what’s happening in the world around us? How can students (at the graduate or undergraduate level) apply the content and make a difference? Are we incorporating new research findings into the classroom?

A great way of teaching International Business is by stimulating and promoting study abroad. Where I teach now, prior to the coronavirus pandemic, 65% of our students studied abroad. I take students to Brazil (virtually as well) and to the Netherlands at both the graduate and undergraduate levels. Seeing how students change their perspectives of the world and become appreciative of International Business is one of the most rewarding aspects of being an IB educator. How can we create more short-term or long-term study abroad courses? Of course, some students cannot afford to travel or are unable to travel abroad – but virtual study abroad courses are now here to stay and provide a viable alternative for these students.

It is also important to link the experiences gained and the issues explored in the study-abroad courses to the wider IB curriculum. If a study-abroad course is treated as a standalone option, an opportunity may be missed for students to connect what they learn while away to what is being taught in the mainstream IB course. It is becoming increasingly vital in today’s world to include in IB teaching not just the relatively technical topics of multinational corporate organizational structure and strategy, but also how business might respond to global geopolitical challenges, how global supply chains may be reconfigured, how firms operating abroad can address a wide variety of
political and institutional systems each of which has its own challenges, and so on. Many (if not the vast majority) of our students will at some point work for organizations in which they will need an awareness of these kinds of central IB issues.

Content and methods must evolve with time, and therefore, so must teaching. We cannot continue teaching the same way we did 30 years ago, just as we cannot be stuck in time with precisely the same research topics or methods that were fashionable 30 years ago. Our students have changed as compared with students of the past. Technology has changed, and the ways in which our students engage with technology in their learning has changed massively too. We have changed as well. Covid made many learning and teaching processes different, and forced us to rethink what works best, or what doesn’t work. If we do not value teaching, neither will the teachers of the future! Based on all these changes, the content itself and how we deliver it needs to be updated as well. How we engage students, how we incorporate technology to best effect, how we assess students, and become more aware of the differences in approach that may be needed when teaching in different countries, are important topics to which we should pay greater attention.

**Teaching Methods – Engagement**

If you have been teaching for more than a decade, I invite you to think about how much your teaching has evolved by considering the following questions. Look at your old syllabi. What did you update? What did you change in your syllabus recently that makes you a better teacher? Do you still lecture for 75-120 minutes? Are your students engaged, and how do you encourage them to engage with what you want to convey? Are you just repeating something they can read somewhere, and if so, how are you adding value to their potential reading experience? Are you stimulating their own critical thinking? Do you look for something new every year to incorporate into the classroom? Are you using technology as a rule or just because of Covid? Do you care about your students and their learning process? Are you including as many as possible in the discussions or do you always let the same students answer the questions? Are you being inclusive? How effective are your office hours?

**Teaching Methods – the Use of Technology**

Some questions addressed here are: How much technology should you incorporate? Are the technologies being used helping the learning process or are they just for fun? Every semester, I try to change something on my syllabus. I have been trying to incorporate new technologies, even before Covid. Zoom was not something new when, suddenly, everyone had to teach online. Recently, I have tried ForClass for assignments and engagement in class, Mentimeter for informal competitions about the content of the knowledge, Top Hat for interactive presentations, various videos, TED talks, simulations, etc. Some of these worked and some did not. I do not consider myself as tech savvy, but I am also thinking of ways to incorporate TikTok and virtual reality soon.

Of course, this is in addition to the textbooks, cases and articles that are important to provide a firm knowledge foundation on which to build. But other available tools can make learning more applicable, interesting, and interactive. Some years ago, I decided to use the flipped classroom approach, both at the graduate and undergraduate levels. Students need to review all the materials before class, and we then engage in many discussions. Lecturing as a simple repetition of what could be read didn’t make sense to me. We use and nurture critical thinking by comparing theories, discussing what is happening in the world and the real or potential impacts. Sometimes we can raise the bar higher than we supposed was possible. And if you are thinking that surely this only works with small groups – I have used this approach in classes varying in size from 12-200 students.

Besides these topics, there are more that we should reflect upon, such as how to teach more effectively across different cultures and backgrounds, how to assess student learning, alignment of course goals and learning outcomes with what we are teaching, etc.
**Final Remarks**

I remember that while doing my doctorate in Brazil, my supervisor attended every single class I taught, and would sit with me afterwards to list the opportunities for improvement. In that program, there was a Teaching Seminar required of all PhD students. We would teach one class that was part of the teaching load of the supervisor, so it was part of their workload to attend the class and give us feedback, instead of teaching it themselves. We would also help with the syllabus and grading, which is something important to learn for beginners. We need to think about how to introduce different and more diverse ways of teaching – and training about teaching – into our PhD programs. But do we consider teaching to be important enough to make such changes? Are we passing on to our PhD candidates the idea that teaching excellence is nice, but not essential in our field? Why are there so few teaching awards? Is there a Fellow amongst us whose primary contribution to academia has been in the domain of IB teaching – and if not, will there ever be one?

Promoting the exchange of teaching experiences and ideas in academia is one way of highlighting how teaching can be and is important. It is central to our activities and as significant in society as research and, perhaps, reaches even more people. We need to start recognizing the value of teaching and making greater efforts to disseminate its importance. Through teaching, we can make difference. We can have a direct impact on thousands of students and, indirectly (through the PhD candidates we supervise), many more. These students will eventually become practitioners or professors who will also have an impact on society. In the words of the Brazilian educator, Paulo Freire: “Teaching requires understanding that education is a form of intervention in the world.”

Besides its importance, we need to think and incorporate all the aspects of teaching into our routine interactions with one another in the IB field: student engagement, teaching methods, pedagogical technology, student assessment, goal alignment, etc. We must promote and share more frequent exchanges about these topics – what worked for us and what didn’t – so we can all grow pedagogically.

*I hope that reading this article and posing these questions will help you reflect upon your own teaching and how important it is to you. While I was writing, I was reflecting as well.*

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**The Primacy of a Top Manager’s Human Capital or the Company’s Policies and Procedures Toward Business Performance: A New Insight**

*Olga Verkhohlyad (Ukrainian-American Concordia University, Ukraine)*

*This article presents the research launched as an attempt to make sense of inefficiencies in business companies which arise due to overreliance on certain individuals instead of institutionalized procedures.*

**Introduction**

In the business world, overreliance on a top manager has a potential to lead to numerous negative consequences including corruption, misuse of power by the top management and inability of business to raise up to its potential (Hwang, Kim, and Kim 2020). Such a situation can take place in any type of a company (Pfeffer, 2007) including multinationals, when the headquarters are interested only in the target goals being met by the subsidiaries overlooking significant inefficiencies existing because of the subsidiaries’ top managers’ mismanagement without any correction of it by the established organizational processes.

Such subsidiaries often have a potential to meet even significantly higher business targets provided the situation is improved. However, often it does not get improved which leads to
other employees becoming demotivated with the consequent reduction of the level of the company performance (Stahl and De Luque, 2014). Often, the best employees leave. Such a situation can take place in any company including reputable multinationals which have compliance departments and even hot-lines to report mismanagement (Cuervo-Cazurra, et al., 2021). Since ultimately, it is a human being who makes decisions, often individual character issues come into play and stop fair assessment of situations (Braun, 2017).

**Ultimately, the question is: Who makes the decision?** Whether a top manager complies with the guidance of organizational policies and processes, or they are secondary to the plans and wishes of the top manager, when “the rules of the game” are bent easily depending on the desire of the top manager. Of course, this is a very sensitive question because on the one hand, top company leadership needs to be able to make fresh, new, unconventional decisions that can raise the company to a new level. But on another hand, human beings err often, and there must be a way to control for this.

**A View of the Question on the Macro Level**

On the macro level, this discussion has been going on as signified by the question of the primacy of human capital or institutions toward national economic development.

One group of researchers states that human capital of a country is the most important determinant of national economic development (Hanushek and Woessmann, 2021). Thus, it is necessary to concentrate on increasing the level of population’s human capital qualities which will lead to improvement of the country’s economic standing. Therefore, “once (the poor countries) have corrected the imperfect economic institutions, they must return on relying on knowledge capital for any further improvements in growth” (Hanushek and Woessmann, 2016: 15).

Another group of researchers argues that differences in institutions is the major source of cross-country differences in economic development and prosperity (Acemoglu et al., 2014; Constantine, 2017), and that “correcting imperfect economic institutions” is often impossible as they are intentionally “chosen for their consequences” by groups with greater political power (Acemoglu et al., 2004: 2). National human capital does lead to economic growth but only in the environment of effective national institutions.

Verkhohlyad (2020) tested these two claims by utilizing international statistical data on human capital as measured by the skills in the student body adjusted for the time when they entered the workforce, national institutions (Security of Property Rights and Judicial Independence) and the standard macroeconomic indicators.

According to the regression analyses, both human capital and institutions variables demonstrated significance in affecting GDP, although human capital variables were less statistically significant and their relationship with GDP was much weaker than the one of the institutional factors. The analysis (not published yet) with FDI inflow as the dependent variable and individual human capital and institutional measures as independent variables demonstrated that the human capital variables were not significant while the Institutions variables continued being significant and had strong relations with FDI inflow.

As Verkhohlyad (2020) attempted to develop a theoretical explanation for the lower effect of human capital on economy, I utilized the Multilevel theory (Kozlowski and Klein, 2000; Ployhard and Moliterno, 2011) and suggested that the presence of well-developed national institutions creates an enabling environment for effective operation of national human capital. However, with the absence of such an environment, national human capital is weak. Therefore, the significant role that the human capital has a potential to play is often marked by it being affected by personal weaknesses, which demonstrates the crucial role of institutions in establishing the environment where human capital can effectively operate to its full potential.
A VIEW OF THE QUESTION ON THE MICRO LEVEL (CURRENT RESEARCH)

Currently, this research has been extended in order to get additional insights into application of these ideas on a micro level of an organization, namely, a view from within-the-firm. Here, we utilize the Upper Echelons Theory (Hambrick and Mason, 1984) which deals with the human capital qualities of leaders, in the framework of the Institutional Theory (Meyer and Rowan, 1977; Scott, 1995) which is the major space of the development of ideas related to institutions.

According to the Upper Echelons Theory (Hambrick and Mason, 1984), organizational outcomes are partially predicted by the managerial background characteristics of the top-level management team. The managerial background characteristics can be a value or a hindrance for the organizational outcomes. For example, as Esteve put it, “senior managers do not evaluate objectively their environment before making strategic decision, due to its complexity. Rather, they look at the environment through a lens formed by their personal experiences, values and personalities” (Esteve et al., 2013, p.4). Furthermore, the number of cases which indicate that “the business leaders may be acting irresponsibly more often than previously thought” (Stahl and De Luque, 2014) keeps rising. All of these are indications of volatility and instability that can negatively affect business. This posits a potential real threat to business effectiveness. This means that although the human capital of the top manager has a great value for the company, certain rules need to be used while utilizing it.

At the same time, in the Institutional theory, institutions are associated with the “rules of the game” which constrain human actions (Riggs, 2013). Citing Huntington (1968), Riggs reminds that “institutions are stable, valued and recurring patterns of behavior” (Riggs, 2013: 14). According to Klijn and Koppenjan (2006: 143), institutions “enable interaction, provide stability and certainty and form the basis on which actors’ trust may be founded.” Therefore, institutions can become the “safety net” which ensures that the leader’s human capital brings value to the organization, not harm.

Utilizing this theoretical approach, we propose that in established (not entrepreneurial) companies, decisions (not the life/death type) made within the framework of organizational policies and procedures are more beneficial than decisions made by a top manager as s/he feels like. To test this, interviews were conducted with representatives of the leadership of four organizations operating in Ukraine (two small and medium size subsidiaries of large multinationals, one not-for-profit businesses of a medium size, which is a part of international not-for-profit business, and an NGO which is a branch of a global well-established NGO). All the international organizations and their subsidiaries have been operating in their fields for many years.

The following interview questions were used:

• What is more beneficial for a company – the ability for the top manager to freely exercise their human capital or the procedures/policies which guide their human capital?

• What is your experience of the consequences of both approaches?

A description of the results follows.

Answering the questions, three out of four respondents suggested that based on their experience, a top manager can “lose their head” and start behaving “like a king/queen.” The interviewees stated that such a situation can often take place unless there is some framework which establishes certain checks and boundaries for the top-manager’s behaviour. Furthermore, the respondents pointed out that when a top manager starts behaving as s/he wishes, the performance of the organization drops down significantly.

Therefore, the research participants pointed to the need of priority of policies and procedures as the overall guidance for the top-manager’s decisions. The fourth respondent believed that
a top manager needs to be able to take actions according to their understanding without being limited by institutional procedures.

**How can the results of the interviews be interpreted?** According to extensive research, misuse of power often takes place on the top leadership level (Pfeffer, 2021). This includes multiple manifestations such as: dis-inhibition of behaviour when leaders allow themselves to adhere to the social norms significantly less than other employees (Hasty and Maner, 2020; Stamkou et al, 2020); self-enhancement, when anything threatening the positive self-image of the top manager is viewed as a threat and is attacked and potentially destroyed (Pfeffer, 2015) and when mistakes are rejected and everything is done to cover them up (Cislak, et al., 2018); utilitarian attitude toward others when others are viewed only in terms of their usefulness for the top manager’s personal goals (Cho and Keltner, 2020; Greer and Van Bunderen Yu, 2017).

The manifestations of the misuse of power also include: increased social distance which is characterized by significantly reduced compassion toward others, lowered emotional response to the suffering of others with the significantly reduced desire to understand the feelings of others as well as increase of the likelihood of automatic social cognition (Van Kleef and Lange, 2020; Blader et al., 2016; Lammers and Stapel, 2009; Schmid Mast et al., 2020); engagement in bullying behaviour and initiating different sorts of harassment (Anderson and Brion, 2014); reduced willingness to accept advice from others even if the advice is needed and is freely available (See et al., 2011; Tost et al., 2020); readiness to sacrifice business needs for the personal interests (Maner and Mead, 2010).

What the research respondents mentioned about top managers “losing their heads” fits very well this theoretical explanation. When this happens, the company starts operating significantly lower than its potential. As such, there need to be certain checks and boundaries, namely – organizational policies and procedures – to control for this. Such checks and boundaries simply will not let top managers “lose their heads.”

**Conclusion and Implications for Future Research**

The importance of this study is the fact that a powerful contributor of business inefficiency which is naive reliance on a top manager to make the best decisions for the company is uncovered. As this study is still undergoing research, it would benefit from significantly increasing the number of interviewees.

**References**


JOHN CANTWELL AWARDED A DOCTOR HONORIS CAUSA BY COMPLUTENSE UNIVERSITY OF MADRID

Isabel Álvarez (Complutense University of Madrid, Spain), EIBA Past President

Immediately prior to the EIBA Annual Conference in Madrid in December 2021, John Cantwell received an honorary doctorate in recognition of his contributions to scholarship in the field of International Business (IB). The investiture ceremony at the Complutense University of Madrid (UCM) on December 9th also recognized his many years of partnership with the University.

Last December I had the great honour of acting as John Cantwell’s sponsor at the UCM. During my speech or Laudatio at the investiture ceremony, I remarked that John has gracingly accepted all invitations from our institution. He has taught in research seminars and master’s classes and has inspired discussions for many PhD and master’s theses in numerous programs of the Economics Department. John has been a constant inspiration for many young scholars, and has enhanced the participation in many international communities, such as EIBA.

Among the virtues that make John an exceptional scholar, it can be stressed that trust is at the heart of teambuilding, and John’s mentoring of women deserves a special mention in this respect. He is a loyal and generous academic who understands that knowledge, when shared, is more likely to spread, thus generating greater network externalities.

In his remarks at the ceremony, John mentioned to the assembled UCM faculty and guests how his own professional career has been bound up with EIBA from the outset. The first academic conference he attended, as a doctoral student, was the 8th EIBA Annual Conference in Fontainebleau in 1982, nearly 40 years ago now. His first elected noteworthy position in a professional society, outside his own university, was as EIBA President in 1992, when he hosted the 18th EIBA Annual Conference in Reading. For the EIBA colleagues and friends who attended, John also outlined how Complutense University has one of the proudest histories of any European university, tracing its roots back over many centuries.

The origins of UCM date back to 1293 in Alcalá de Henares, when King Sancho IV of Castile founded the Universidad Complutense as a Studium Generale. Partly as a consequence of its historical association with the Spanish royal court, the award of a Doctor Honoris Causa of the University is made in accordance with a longstanding Protocol for the ceremony, which ensures the solemnity of the event. Participants from the University wear formal academic robes in colours representing each Faculty or School, except for the Rector who wears black. These colours include orange for social sciences, sky blue for philosophy, white for art and theology, red for law, dark blue for the natural and exact sciences, yellow for medicine, and purple for pharmacy.

With the patronage of Cardinal Cisneros, the University was recognized in a 1499 papal bull (charter), and quickly gained international fame as a leading centre of learning during the Renaissance. The first Rector of the University, Pedro del Campo, gave his inaugural lecture on the Philosophy of Aristotle, and established the University’s learned traditions in Philosophy, Theology, Jurisprudence, and the Arts. Science, Medicine, and Pharmacy were all added by the early 19th century.

By royal decree, the university moved to Madrid in 1836, initially as the Universidad de Madrid, later as the Universidad Central, which in the 1970s was finally renamed Universidad Complutense de Madrid. The Complutense Faculty of Economics and Business
Administration was the first Faculty of Economics in Spain, which was created in 1943. Faculty members with interests in IB and Innovation Studies with whom John has collaborated over the years include Isabel Álvarez, José Molero, Ángeles Montoro, and Raquel Marín. Also, Álvaro Cuervo Cazurra (current co-editor of *Global Strategy Journal*) is the son of a longstanding UCM Professor.

Some photos taken during John Cantwell’s *Doctor Honoris Causa* investiture ceremony at Complutense University of Madrid follow.

John Cantwell with Isabel Álvarez – his sponsor at UCM – before the start of the investiture ceremony.

John first met Isabel in the 1990s through some European research networks in the field of IB and Innovation. He hosted a research visit she made to Rutgers after he had moved there, which led to some co-authored papers.

Isabel delivering her *Laudatio*, a speech introducing John and explaining why he was a worthy recipient of the award of the *Doctor Honoris Causa*.

Following the award presentation John was given the Laureate cap in orange – the colour for social sciences – together with an honorary medal, the book of science of the University Complutense of Madrid, and an ancient ring.

John giving his acceptance speech thanking UCM for the *Honoris Causa*, and Isabel for acting as sponsor.

In his address at the ceremony John spoke from the same podium in the same historic hall as had Albert Einstein, when he also became *Doctor Honoris Causa* of the University in February 1923, which was the first honorary doctorate he received. Another more recent recipient of the Complutense *Doctor Honoris Causa* was Nelson Mandela, although in his case the ceremony took place in a different location, to allow for the attendance of more local and national dignitaries.

The Rector of the University, Joaquín Goyache Goñi, Professor of Veterinary Science, giving an address on behalf of UCM commending John Cantwell.

At the investiture ceremony the Rector of UCM Joaquín Goyache said, "Professor Cantwell has actively collaborated with the Faculty of Economic and Business Sciences and the Complutense Institute of International Studies (ICEI), conducting courses and guiding researchers. Universities need talented faculty to attract talented, competitive young people who can develop into professionals. UCM needs faculty, such as Professor Cantwell, a great scientist, teacher, and professional in the world of the analysis of the corporation, as well as a person worthy of admiration."
Determinants of a Company’s Adaptability to a Crisis Situation: The Case of COVID-19

Katarzyna Mroczek-Dąbrowska, Anna Matysek-Jędrych, Aleksandra Kania (Poznań University of Economics and Business, Poland), & Ingmar Geiger (Aalen University, Germany)

This contribution draws on the final results of the project “Determinants of a Company’s Adaptability to a Crisis Situation: The Case of COVID-19”. The project was financed by the Polish National Agency for Academic Exchange within the Urgency Grants programme.

Introduction – Context & Aim of the Project

Growing uncertainty is the fundamental problem faced by companies in time of crises. Although some crises are caused by the cyclical nature of economy, in crises such as pandemics, where their occurrence is sudden, rapid and covers practically all socio-economic aspects of life, sudden changes are surprising to market participants. In most industries, existing strategies focused on expansion and development are overshadowed by struggles for survival and the need to adapt to new operating conditions. Companies face restrictions that hinder their operations, which in turn leads to decrease in sales revenues and the need to reduce employment. The crisis spreads both from the demand side, and from the supply side. The financial sector is an additional channel for spreading the crisis, as well as – the most challenging to quantify – the behavioural channel.

COVID-19 undoubtedly fits into the concept of VUCA, not the least of which is that the scale of the crisis caused by COVID-19 and the speed at which it spreads are unprecedented and, in this respect, represent a new dimension of the corporate crisis. In the study we analyze to what extent individual companies from Poland adapt to the new conditions. The analysis
allows us to get insights into a broader and increasingly relevant issue: features of individual companies that determine their adaptability to COVID-19 and to crisis situations more generally. These difficulties affect both self-employed, smaller enterprises and large companies, although of course in various dimensions.

METHODOLOGY

The project was based on the deduction reasoning method, meaning that first general concepts were raised to be afterwards transferred to more specific issues. The material gathered was analyzed using total interpretive structural modeling (TISM). TISM combines both quantitative and qualitative approaches. The model is based on structural self-interaction matrix and reachability matrix that were built with help of industry experts.

Additionally, we have also studied the exposure, sensitivity and performance of companies during the first waves of the COVID-19 pandemic with use of quantitative methods. The sample encompassed 500 companies in industries most severely impacted by lockdowns.

FINDINGS

The project aimed at:

• identifying the determinants (features and sources) of companies’ adaptability to crisis both in terms of COVID-19 pandemic and to the crisis situation more generally;
• understanding the variation in the adaptability of individual companies to COVID-19; and finally
• discussing the ways of designing anti-crisis tools more effectively.

Previous research on the resilience in times of pandemic was mostly focused on the supply chains, since numerous disruptions in company’s functioning originated in the supply-side. However, we have perceived supply chains and their resilience as one of the elements that might build the resilience of the whole organization. In the end we have been able to identify nine sources of a company’s resilience capacity building (drawing on the resource-based theory and resource dependence theory), namely: access to financial resources, access to human capital, digitization level, company’s size, supply chain collaboration, supply chain responsiveness, supply chain redundancy, supply chain flexibility, clients’ portfolio redundancy. Some crucial findings concerning the resilience capacity building in the COVID-19 pandemic in the CEE region are summarized below:

• Company’s adaptive capabilities cannot be understood as individual factors but as intertwined features or a co-dependent system,
• Although all factors are part of the resilience ecosystem, in case of the CEE-located companies three factors: supply chain collaboration, access to financial resources and digitization level demonstrated highest driving power, i.e., they can be perceived as independent drivers of the system influencing other factors but being less influenced themselves,
• According to the “Matrice d’impacts croisés multiplication appliquée à un classment” analysis (MICMAC analysis), the remaining factors have also significant driving power but at the same time are characterized by high dependency; i.e. the relationships among them are thus perceived as unstable,
• The study indicated that neither corporate affiliation nor ownership structure had any major impact on company’s adaptive capabilities.

CONCLUSIONS

We live in an era of risk and uncertainty, I the VUCA world. Globalization, new technologies and the ever-changing business environment transformed the process of maintaining competitive advantage. The recent COVID-19 pandemic made it even more clear to CEOs all over the world that adaptability has become a new strategy for companies wanting to win the competitive battle on the market. Quickly reading and acting on signals of change can help a company thrive in an uncertain environment. It has become crucial to be able to refine or reinvent business models in a
dynamic and sustainable way to stay ahead (Reeves and Deimler, 2011). Such ability to constantly and continuously evolve to match or exceed the requirements of the operating environment before those requirements become critical can be defined as adaptive capability (Hamel and Välikangas, 2003). Now, more than ever, the company’s survival may be built on this ability - to recognize and act on changing market expectations. Adaptive capability is firmly connected to organization’s strategic plan to respond to the changing business needs by identifying and nurturing its key resources, competences, and other organizational processes. Paliokaite (2012) suggests that adaptive capability helps to maintain competitive position, particularly in continuously changing environments. Competitive position, in turn, can be understood as the result of market evaluation of company offer. It reflects constant rivalry between competitors and is therefore dynamic (Porter, 2006). Variables expressing competitive position can be divided into three basic groups: financial results (i.e., profits, return on assets, return on investments etc.), market results (i.e., market shares etc.) and shareholders results (i.e., economic value added, total shareholder return, etc.) (Richard et al., 2009). It is worth noticing that the mentioned dimensions are interlinked.

The project was directly related to various disciplines in broad fields of economics and management: microeconomics and macroeconomics, the theory of the firm, industrial economics, strategic management, and international business. Since the main focus of the research was set on a company, crisis management and its resilience building, the main assumptions refer to both the theory of the firm and the strategic management. On macroeconomic level, one has to take into consideration various versions of post-pandemic business reality that is yet to be determined, especially with new geopolitical disturbances affecting the CEE region. In this context, the research also related to public economics and international economics law since the study also touched upon effectiveness of the application and preferences of companies towards government assistance tools. In conclusion, the research was placed in the macro-, meso- and microeconomic spheres. The macroeconomic level concerned the mechanism for the spread of a pandemic crisis in companies and the anti-crisis measures taken by central banks, including European Central Bank, worldwide and in Europe. The microeconomic level accounted for the impact of pandemic on the adaptive capacity of the Polish companies.

REFERENCES
A J O I N T  D O C T O R A L  T U T O R I A L —
EIBA AND THE FRENCH ATLAS-AFMI ASSOCIATION

Ulrike Mayrhofer (IAE Nice Graduate School of Management, Université Côte d’Azur, France), EIBA National Representative for France | EIBA External Relations Officer

In line with the external relations policy of EIBA to organize joint events with national IB associations, a joint doctoral tutorial was organized this past May by EIBA and the Atlas-AFMI association in France (Association Francophone de Management International).

The joint doctoral tutorial took place on May 2, 2022, at the 12th Atlas-AFMI Conference hosted by IAE Nice, Université Côte d’Azur, and EDHEC Business School. Ten doctoral students presented their doctoral projects in three sessions: Internationalization & Sustainability; Cooperation, HR & Multinationals; Global Innovation & Information Systems. Students received valuable feedback from EIBA scholars (Pervez N. Ghauri, Svetla Marinova, Marin Marinov) and Atlas-AFMI representatives (Suzanne Apitsa, Anne Bartel-Radic, François Goxe, Frédéric Prévet, Jan Schaaper). The joint doctoral tutorial was co-chaired by Ulrike Mayrhofer (EIBA National Rep for France | External Relations Officer) and Eric Milliot (Atlas-AFMI).

Congratulations to all doctoral students and especially Pierre-Louis Meuric (Université Savoie Mont Blanc), the winner of the Best Doctoral Project Award. The title of his doctoral project is: “Early Internationalising Firm’s High-growth: Understanding the influencing factors through the microfoundations of dynamic capabilities”. In this research, Pierre-Louis argues that by examining the association between the development of dynamic capabilities by firms and their capacity for early and sustained internationalisation processes, we can better explain whether and how these firms succeed in market environments which are uncertain and fast changing.

PHOTO: Mentors and participants at the EIBA / Atlas-AFMI joint doctoral tutorial (Nice, May 2022)
EIBA 2021 Madrid Conference — Awards

It was a great privilege for me and the entire team to welcome participants in person to the recent 47th EIBA Annual Conference in Madrid, Spain! The event was hosted by the Complutense University of Madrid, December 10-12, 2021. The EIBA 2021 conference theme was “Firms, Innovation and Location: Reshaping International Business for Sustainable Development in the Post-Pandemic Era”. Photos and videos of the event as well as the online abstract proceedings can all be accessed via the EIBA 2021 Madrid Conference website at the link https://eiba2021.eiba.org/.

EIBA 2021 Madrid – Awards Overview

Several best paper prizes & recognition awards were presented during the EIBA 2021 Madrid Conference. Awards & recipients were officially announced at the conference dinner and are listed here below (as well as on EIBA websites).

- **EIBA Distinguished Honorary Fellowship Award** — Manuel CONTHE (independent international arbitrator)
- **SSE Gunnar Hedlund Award** — Michal BUDRYK (Uppsala University, Sweden) - "Fat cats? A case for the Swedish managers’ making sense of the developing markets"
- **EIBA Best Doctoral Proposal in IB Award** — Michael WOLFSBERGER (Vienna University of Economics and Business, Austria) - "Configuring and restructuring the foreign investment portfolio"
- **7th Danny Van Den Bulcke Best Paper Prize** — “Problematising paradigms & qualitative research in International Business: state of the field, thoughts & ways forward” by R. AGUZZOLI (Durham University, UK), J. Lengler (Durham University), UK, S. R. MILLER (University of Texas, USA), J. AROLES (Durham University, UK), A. CHIDLOW (University of Birmingham, UK) & S. BHANKARAUULLY (University of Essex, UK)
- **Copenhagen Business School Prize** — “Intellectual property regimes and knowledge governance in MNEs: expatriate staffing in manufacturing subsidiaries” by Jongmin LEE
- **IBR Best Journal Paper of the Year Award** — “In CEOs we trust: when religion matters in cross-border acquisitions. The case of a multifaith country” (2020) by Diana W.P. KWOK (Université de Strasbourg, France), Pierre-Xavier MESCHI (Aix-Marseille Université, France / SKEMA Business School, France) & Olivier BERTRAND (Fundação Getulio Vargas – Brazilian School of Public and Business Administration, Brazil)
- **Lazaridis Institute Prize** — “Effects of e-commerce firms’ internationalization rhythm and speed on firm growth: Do institutional distances play a role?” by Carolina SINNING & Bernhard SWOBODA (Trier University, Germany)
- **GSJ Global Strategy Research Prize** — “Financial crime and punishment: a meta-analysis” by Laure DE BATZ (Prague University of Economics and Business, Czech Republic) & Evzen KOCENDA (Charles University, Czech Republic)
- **EIBA 2021 Madrid Best Reviewer Award** — Katerina KAMPOURI (University of Macedonia, Greece) & Magdalena TEISSANDIER (TBS Education, France)

Conference Track Best Paper Awards

Certificates for the best papers in each EIBA 2021 Madrid conference track were presented to the winning authors at the end of their sessions and were officially announced at the conference dinner. The following list is also posted on the EIBA 2021 Madrid Conference website (https://eiba2021.eiba.org/).
Track 1. International Business and the 2030 Agenda — “Crimmigrants or role models? Immigrant CEOs and financial misrepresentation” by Michael Juergen MUeller & Taco REUS (Erasmus University Rotterdam, the Netherlands).

Track 2. Economic Geography and International Business — “The effects of foreign entry on local innovation” by Giacomo DAMIOLI (European Commission, Italy) & Giovanni MARIN (Università di Urbino Carlo Bo, Italy / SEEDS, Italy).

Track 3. Innovation and Knowledge Management — “Intellectual property regimes and knowledge governance in MNEs: expatriate staffing in manufacturing subsidiaries” by Jongmin LEE (University of Reading, UK).


Track 5. Global Value Chain — “Internationalization, value chain configuration and the adoption of additive manufacturing technologies” by Giovanna MAGNANI (University of Pavia, Italy), Stefano DENICOLAI (University of Pavia, Italy) & Bent PETERSEN (Copenhagen Business School, Denmark).

Track 6. SMEs and International Entrepreneurship — “Are you tempted? How peer performance affects export market entry intensity and export market exit of SMEs” by Matthias BAUM (University of Bayreuth, Germany), Sui SUI (Ryerson University, Canada) & Shavin MALHOTRA (University of Waterloo, Canada).

Track 7. Emerging Markets — “SMEs internationalization and strategies for countering ‘Dark Side’ of networks: A developing country perspective” by S. AHMAD (University of Derby, UK), P. DIMITRATOS (University of Glasgow, UK), D. K BOOJIHAWON (University of Birmingham, UK) & S. ZYGLIODOPOULOS (Kedge Business School, France).


Track 9. MNE Organization and Strategy — “Disentangling the corporate effect: selective attention within multinational firms” by Daniel S. ANDREWS (Western University, Canada), Stav FAINSHMIDT (Florida International University, USA), Markus Fitza (Frankfurt School of Finance and Management, Germany) & Sumit KUNDU (Florida International University, USA).

Track 10. International Finance, Accounting & Corporate Governance — “Responsible blockholders, CEOs, and tax-motivated international relocations of corporate headquarters: a social identity perspective” by A. Eerola (KU Leuven, Belgium), A. SLANGEN (KU Leuven, Belgium) & R. VALBONI (Utrecht University, Netherlands).


Track 13. International Business Networks — “Dual embeddedness as a determinant of competence-creating subsidiaries: a dynamic reinforcing spiral” by Fariza ACHCAOUCAOU & Paloma MIRAVITLLES (University of Barcelona, Spain).

Track 14. New Approaches and Methods in IB Research in the 2020s — “Problematising paradigms & qualitative research in International Business: state of the field, thoughts & ways forward” by R. AGUZZOLI (Durham University, UK), J. LENGLER (Durham University), UK, S. R. MILLER (University of Texas, USA), J. AROLES (Durham University, UK), A. CHIDLOW (University of Birmingham, UK) & S. BHANKARAULLY (University of Essex, UK).

For more details on EIBA awards & sponsors, visit the EIBA website and select the relevant links under the Awards tab.
EIBA 2022 Oslo – “Walking the Talk? Transitioning Towards a Sustainable World”

Birgitte Grøgaard (BI Norwegian Business School), EIBA President & Conference Chair
Ilan Alon (University of Agder), Conference Co-Chair

It is a great privilege to welcome EIBA members, IB scholars, practitioners, and PhD students to the 48th EIBA Annual Conference (www.eiba2022.eiba.org) – taking place IN PERSON on December 8-10, 2022, in Oslo, Norway! The theme – “Walking the Talk? Transitioning Towards a Sustainable World” – addresses the challenges of creating a sustainable economy, and the current IB questions being raised.

Introduction & Background

Across the globe, concerns escalate about the effects of greenhouse gas emissions on global climate conditions, implications on global trade from pandemics, the destruction of ecosystems from the exploitation of limited and non-replaceable global resources, and political instability. Politicians and businesses alike agree that something must be done, the question is what, how, and when?

What should firms do to reduce their carbon footprint while continuing to secure jobs and profit? How can actors reduce waste and secure a better use and reapplication of resources to protect the sustainability of ecosystems, and when should firms make decisions to transform their businesses given the uncertainty of markets as well as the lack of clear guidance from global institutions? In this conference we ask: Are we “walking the talk”? What questions should be raised and researched to guide societies towards a sustainable economy? How can international businesses facilitate rather than impede this change?

We invite scholars to engage in discussions of how to contribute through research and teaching. The EIBA 2022 Conference Tracks combine a focus on traditional topics within IB – with opportunities for new perspectives and fresh ideas on how to handle and understand the dynamic challenges that we are currently experiencing.

Conference Tracks & Track Chairs

We invite competitive and interactive papers, posters, and panel proposals on any of the EIBA 2022 Oslo conference tracks listed below.

1. Walking the Talk? Transitioning Towards a Sustainable World [conference theme track]
   Gabriel R.G. Benito, BI Norwegian Business School, Norway

2. M&As and Alliances
   Helene L. Colman, BI Norwegian Business School, Norway; Arjen Slangen, KU Leuven, Belgium

3. Global Strategy in a Transitioning World
   Mirko Benischke, Erasmus University, Netherlands; Randi Lunnan, BI Norwegian Business School, Norway
4. **Managing the MNE**  
Renate Kratochvil, BI Norwegian Business School, Norway; Sverre Tomassen, BI Norwegian Business School, Norway

5. **International Marketing**  
Gro Alteren, University of Tromsø, Norway; Niina Nummela, University of Turku, Finland

6. **Knowledge, Innovation, Technology, and Digitalization**  
Linda Rademaker, BI Norwegian Business School, Norway; Hans Solli-Sæther, Norwegian University of Science and Technology, Norway

7. **Institutions, Policy, and Economic Geography**  
Gilbert Kofi Adarkwah, HEC Montreal, Canada; Paul Gooderham, NHH Norwegian School of Economics, Norway; Middlesex University, United Kingdom

8. **Emerging Markets**  
Marcus Møller Larsen, Copenhagen Business School, Denmark; BI Norwegian Business School, Norway; Shasha Zhao, University of Surrey, United Kingdom

9. **Using History in International Business**  
Rolv Petter Amdam, BI Norwegian Business School, Norway; Teresa da Silva Lopes, University of York, United Kingdom

10. **SMEs and International Entrepreneurship**  
Emilia Rovira Nordman, Mälardalen University, Sweden; Sheryl Winston Smith, BI Norwegian Business School, Norway

11. **People Management across Borders, Global Leadership & International Teams**  
Ingmar Björkman, Aalto University, Finland; BI Norwegian Business School, Norway; Günter K. Stahl, WU Vienna, Austria

12. **International Finance, Accounting and Corporate Governance**  
Konstantinos Bozos, Leeds University, United Kingdom; Trond Randøy, Copenhagen Business School, Denmark; University of Agder, Norway

13. **Methods in International Business**  
Ulf Andersson, Mälardalen University, Sweden; BI Norwegian Business School, Norway; Bo B. Nielsen, The University of Sydney, Australia; Copenhagen Business School, Denmark

14. **Innovations in International Business Teaching**  
Amandeep Dhir, University of Agder, Norway; Ronaldo Parente, Florida Int’l University, USA

**NOTE:** Competitive papers should be close to being publishable – whereas interactive papers and posters may be in earlier stages of development. For detailed descriptions of the conference tracks and to submit contributions, please visit the EIBA 2022 Oslo conference website (https://www.eiba2022.eiba.org).

### Competitive & Interactive Papers

Papers received by the submission deadline (which meet the eligibility requirements) will be evaluated in a double-blind review process. Abstracts of the final accepted papers that are presented in the competitive and interactive sessions will be published online in the EIBA 2022 Oslo proceedings after the conference. Guidelines for the preparation and submission of papers are available on the conference website (under the tab SUBMISSIONS) at the link: https://www.bi.edu/about-bi/events/2022/december/eiba-2022/submissions/.

The submission deadline for competitive and interactive papers is: **15 July 2022**

### Panel Proposals

Panel proposals for EIBA 2022 Oslo should be on provocative issues within all areas of interest to IB scholars but with particular emphasis on the theme of the conference. Guidelines for the preparation and submission of panels are available at the link: https://www.bi.edu/contentAssets/a429841c8e934a69a8ca6cc695b7aa1f/-eiba-2022---guidelines-panels.pdf.

The submission deadline for panel proposals is: **15 July 2022**

### Posters

EIBA 2022 Oslo also welcomes poster submissions to any of its conference tracks; those accepted will be presented in dedicated Poster Sessions to which experienced academic peers will be invited to review the posters and provide quality feedback to the authors. Guidelines for the preparation and submission of posters are available at the link: https://www.bi.edu/contentAssets/a1d319bf23e749bcb07de76095769/-eiba-2022---guidelines-posters.pdf.

The submission deadline for poster is: **20 September 2022**
Reviewers

The quality of academic meetings depends critically on the invaluable input of reviewers. The more reviewers, the quicker our ability to have an expedited system that does not burden you as a reviewer and ensures that you also receive high quality feedback as an author. We invite volunteers to register as reviewers for EIBA 2022 Oslo, particularly if submitting your own work to the conference. Reviewers will receive 2-3 manuscripts to review soon after the July 15th submission deadline for papers. We expect all reviews to be completed and returned by 20 August 2022. You can register as a reviewer via Conftool at the link https://www.conftool.org/eiba2022/. NOTE: One exceptional reviewer will be selected to receive the EIBA 2022 Best Reviewer Award!

Awards

As featured yearly at EIBA Annual Conferences, several awards and sponsored prizes will be presented for best research papers and other outstanding contributions to the EIBA Annual Conference as well as to the International Business community. Winners of the following awards and prizes will be announced and presented at EIBA 2022 Oslo:

- Danny Van Den Bulcke Best Paper Prize
- EIBA Best Doctoral Thesis Proposal in IB Award
- Copenhagen Business School Prize
- IBR Best Journal Paper of the Year Award
- GSJ Global Strategy Research Prize
- Lazaridis Institute Best Paper Award for International Entrepreneurship
- EIBA Best Reviewer Award

Other prizes may be awarded as sponsorship is secured. Visit the EIBA 2022 Oslo website for updates: https://www.eiba2022.eiba.org

Doctoral Events

The EIBA 2022 Oslo doctoral events are aimed at offering PhD students opportunities to discuss their research plans and works-in-progress, as well as gain networking and career guidance experience. Two EIBA doctoral events are planned to take place on 8 December 2022:

- 36th John H. Dunning Doctoral Tutorial in International Business (JHD-DT)
- 11th Danny Van Den Bulcke Doctoral Symposium in International Business (DVDB-DS)

Participation at the EIBA doctoral workshops is limited. More information will be available on the EIBA 2022 conference website and via the EIBA Secretariat. Social activities especially for students are planned. Submission deadline for both doctoral events: 1 September 2022

Pre-Conference Events

In addition to the two doctoral events (JHD-DT and DVDB-DS), other pre-conference activities planned for EIBA 2022 Oslo on 8 December include:

- 8th EIBA Early Career Network Workshop (EIBA-ECN-PDW)
- IBR Professional Development Workshop (IBR-PDW)
- JIBS Paper Development Workshop (JIBS-PDW)
- JIBP Paper Development Workshop (JIBP-PDW)

The submission / application deadlines for the above events are yet to be confirmed and may vary; details will be posted on the EIBA 2022 Oslo website as they become available.

Other Activities at EIBA 2022 Oslo

Alongside the regular conference program and pre-conference events, other activities (some listed below) will be held at EIBA 2022 Oslo:

- New Member Meet & Greet
- 2022 EIBA General Assembly
- Conference Dinner & Award Ceremony
- PIBR Book Launch – Volume 17
- Meet the Editors session
- EJIM PDW for special issue on Blockchain in IB
- Social Networking Events (TBA)
- Post-conference Methods Workshops

Details on these and other events and activities will be posted / updated on the EIBA 2022 Oslo conference website as they become available.
**EIBA 2022 Oslo – Key Dates**

- **April 1, 2022** – Submission opens
- **July 15, 2022** – Submission deadline for papers (competitive / interactive) and panel proposals
- **September 1, 2022** – Submission deadline for the EIBA doctoral events (Doctoral Tutorial | Doctoral Symposium)
- **September 7, 2022** – Registration opens
- **September 15, 2022** – Decision / acceptance notifications for papers (competitive / interactive) and panel proposals
- **September 20, 2022** – Submission deadline for posters and paper development workshops (PDWs)
- **October 14, 2022** – Early-bird registration deadline (after which regular fees will apply)
- **December 8-10, 2022** – EIBA 2022 Oslo – the 48th EIBA Annual Conference

**Registration**

Registration for the EIBA 2022 Oslo conference opens **7 September 2022** – the early-bird deadline is **14 October 2022**. Some information on cancellation & refund policies can already be found on the website via the REGISTRATION tab & page at the link [https://www.bi.edu/about-bi/events/2022/december/eiba-2022/registration/](https://www.bi.edu/about-bi/events/2022/december/eiba-2022/registration/) with more to follow, such as the fee schedule & online payment details. Travel info on Oslo & how to reach the BI campus, as well as hotel accommodation options (with discounts) are posted on the CONTACT & ABOUT OSLO webpage.

**NOTE:** The registration fee for the EIBA 2022 Oslo conference covers the participant’s EIBA membership for 2023 – including the member benefits of online access to EIBA’s associated journal *International Business Review* (IBR), and full online access to the *Progress in International Business Research* (PIBR) book series volumes, along with four notable business journals (CR, EBR, IMR, IJoEM) — all made accessible to current EIBA members via the secure society gateways available on the EIBA website ([https://www.eiba.org](https://www.eiba.org)).

**Contact Info & Inquiries**

Please visit and consult the EIBA 2022 Oslo website ([eiba2022.eiba.org](http://eiba2022.eiba.org)) regularly for news and updated conference-related information. If you cannot find what you are looking for, or would like to contact us with questions, please send an e-mail inquiry to eiba2022@bi.no – we will do our best to reply promptly.

**EIBA 2022 Oslo is a green conference!**

BI Norwegian Business School has two ECO Lighthouse certificates. One certificate for the operation as a whole (including the buildings) and one Green Conference certificate. We strive to minimize printed material and giveaways. Waste management includes sorting and recycling. Our catering services use eco-friendly food, reduce the use of meat, and use locally produced ingredients. We encourage EIBA 2022 Oslo participants to use public transportation, when possible. External events are also hosted by certified locations. During this conference, let’s all try to “walk the talk” for a greener & more sustainable EIBA...

*On behalf of the entire EIBA 2022 organizing team, we are looking forward to welcoming you to Oslo, Norway, this coming December!* 🌍

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For more information on the **48th EIBA Annual Conference**, please visit the EIBA 2022 Oslo website [eiba2022.eiba.org](http://eiba2022.eiba.org).
In March 2022, Volume #16 of the Progress in International Business Research (PIBR) series – entitled International Business in Times of Crisis – was released. Dedicated to the scholarship of Geoffrey Jones it highlights the relevance of historical research in International Business. Edited by Rob van Tulder, Alain Verbeke, Jonas Puck and Lucia Piscitello, the book contains 27 chapters on crises organized around five themes that should help scholarly exchange and research on present and future international business crises: (a) longitudinal studies focusing on the historical perspective; (b) micro: self-inflicted crises focusing on the negative consequences of individual MNE behavior; (c) meso: sectoral crises focusing on spill-over effects withing sectors and value chains; (d) macro: systems crises focusing on causes, consequences and possible solutions to crises that go beyond the direct and indirect sphere of influence of MNEs; (e) exogenous crises that cannot directly be attributed to individual corporate behavior like hurricanes, tsunamis, earthquakes.

Emerald experienced significant delays in publishing due to the pandemic and Brexit – but the book is now available in print (at a 50% discount for EIBA members) and online via the EIBA institutional gateway www.eiba.org/pibr (login & password needed to validate EIBA membership).

Currently in progress, PIBR Volume #17 deals with International Business and Sustainable Development Goals (SDGs) in the Post-pandemic Era. Editors Rob van Tulder, Elisa Giuliani and Isabel Álvarez attracted interest from many scholars who either contributed to the EIBA 2021 Madrid conference or were especially invited to contribute due to their expertise. The area is not yet well covered in extant research so the Volume also allowed innovative articles, exploratory papers and first systematic literature reviews focusing on the relationship between IB and sustainability as framed by the SDGs. Leading question: what are MNEs doing with this agenda and to what extent has the global health pandemic interrupted or accelerate progress made until now? The PIBR Volume #17 focuses on opportunities, actions, and challenges, unfolding at various, often overlapping, levels of theoretical and empirical approaches as well as consider relevant lessons for practitioners.

The deadline for final submissions was extended until the end of June 2022. The release of the book (albeit in electronic form) is still planned for December 2022 during the EIBA conference in Oslo, Norway. A provisional table of contents – including names of authors – is revealed in this EIBAazine issue (see below); however, note that changes are still possible.
PIBR Volume 17 | Contents [PROVISIONAL]

1. Jan Anton van Zanten, The Impact of Business on the SDGs
2. Petr Procházka, Tax impact of MNEs in CEE on SDGs
3. Samuel Petros Sebhatu & Bo Enquist, SDGs and strategic priorities of MNEs – Lessons from IKEA
4. Luis Dau, Larissa Pacheco, Robin White, Elizabeth Allen & Elizabeth Moore, Catalyzing Progress Toward the UNs’ SDGs: Building Systemic Partnerships Across Organizations Using the I-RES Methodology
5. Filipa Pires de Almeida, Walking the Talk: towards an integrated framework for internal alignment of SDGs within MNEs
6. Maurice Jansen, SDGs and inclusive global port development
7. Tiina Ritvala, Ella Ahmas & Rebecca Piekkari, Sustainable Headquarters of the future
9. Suhyon Oh & Michael W. Hansen, Blending Profits and Purpose: Conceptualizing hybridity of Development Finance Institutions (DFIs) and their management responses towards achieving the Sustainable Development Goals
10. Valentina de Marchi & Simone Carmine, International Business and the Complexity of SDGs: a Paradox Theory Approach
11. Antonio Biurrun & Isabel Álvarez, Upgrading possibilities in high tech global value chains and sustainable development
12. Federica Nieri, Corporate misbehavior in the banking industry: The role of the state
13. Nazli Ece Bulgur, Selin Karaca & Emel Esen, Climate Change Disclosures of Companies in Selected Developed and Emerging Countries with Impression Management Perspective
16. Anabel Marin, Sustainable mining
17. Rudolph & Noemi Sinkovics, Around advanced technologies and contributions to the SDGs from an emerging country perspective

BOOK LAUNCH

PIBR Volume 17 will be officially released at the yearly book launch during the 48th EIBA Annual Conference in Oslo, 8-10 December 2022.
European International Business Academy (EIBA)

The European International Business Academy (EIBA) was founded in 1974 under the auspices of the European Foundation for Management Development (EFMD) and in close cooperation with the European Institute for Advanced Studies in Management (EIASM).

EIBA is a professional society for academics and practitioners with an interest in the growing field of International Business (IB). It is distinct from other associations in that members range from a wide variety of disciplines and functional backgrounds yet share the common practice of using the international context to bridge and even cross the intellectual boundaries that so often divide institutions of higher education.

The main mandate of EIBA is to serve as the core network in Europe for the communication and dissemination of professional information, and to promote international exchanges in the field of International Business. Annual EIBA membership is available to individuals in Europe and elsewhere in the world (either by attending the Conference, or by joining and/or renewing online). At present, the European IB Academy consists of over 500 members from 50+ countries representing all five continents.

EIBA organizes an Annual Conference hosted each December by a renowned university in Europe (or occasionally abroad). In addition to the usual academic program of competitive and interactive papers, there are also several panels and special sessions as well as posters featured. Doctoral events for registered PhD students are organized by esteemed IB faculty (among other pre- and sometimes post-conference activities). Other activities organized throughout the year are various workshops (EIBA-Ws), joint events (e.g., IBR-YSW), and the EIBA summer school.

A number of awards are presented at the EIBA Annual Conference, including the following (among others): Danny Van Den Bulcke Best Paper Prize; EIBA Best Doctoral Thesis Proposal in IB Award; Copenhagen Business School Best Paper Prize; SSE Gunnar Hedlund Award; EIBA Conference Track Best Paper Awards; Best Reviewer Prize; IBR Best Journal Paper Award; EIBA Distinguished Honorary Fellowship Award.

Among the many compelling benefits of joining the EIBA family & community are the following:

- EIBA members form a community and a global professional network of individuals actively involved in IB research activities, study, teaching and practice.
- EIBA members are entitled to full online access (via a secure society gateway on the EIBA website) to the International Business Review (IBR), EIBA’s official associated journal, published by Elsevier.
- EIBA members have full online access (via a secure society gateway on the EIBA website) to published volumes of Progress in International Business (PIBR), an annual book series, published by Emerald. Each PIBR volume features high-quality research, based on the themes of the EIBA Annual Conferences. (Full online access to four Emerald journals is included.)
- EIBA members receive the in-house newsletter: EIBAZine – International Business Perspectives (IBP) twice yearly (Spring/Summer & Autumn/Winter).
- EIBA members are informed of EIBA activities, news, and other relevant IB events (via e-mail, social media and websites), and may benefit from special offers, promotions, or discounted prices on selected IB publications, as well as being entitled to participate in the EIBA Annual Conference & General Assembly.

The annual EIBA membership fee is currently €130 per calendar year / €100 for PhD students and retired members (plus 21% VAT). Full online access to EIBA’s associated journal International Business Review (IBR) – and to the Progress in International Business Research (PIBR) book series – with four business journals (CR, EBR, IMR, IJoEM) – are the included membership benefits.

NOTE: The EIBA Annual Conference registration fee includes EIBA membership and IBR / e-PIBR subscriptions for the following year (but not for the year of the event).

To find out about your EIBA membership status or your eligibility for online access to IBR / e-PIBR, as well as for general enquiries, please contact the EIBA Secretariat by sending a detailed e-mail message to the address: info@eiba.org.

For more information and news on EIBA activities or to renew your annual membership, you are invited to visit the EIBA website: www.eiba.org.